

APRIL 21, 1961 50¢

Sales Management

THE MAGAZINE OF MARKETING

Earthy Sales Training at INTERNATIONAL HARVESTER

ALSO IN THIS ISSUE

What Value Analysis
Means to You

Wanted for Deception:
The 'Slack-Filled' Package

How Texaco Sells Grease
To Big Wheels

7 Easy Ways to Sabotage
Good Management



THE LATEST ABC FIGURES ARE NOW AVAILABLE

They show average monthly circulation
of the three women's magazines for the
second 6 months of 1960 as follows:

McCall's	6,560,452
L. H. J.	6,550,415
G. H.	4,961,039

McCall's, according to the most recent and therefore the most trend-revealing official figures, is now, for the first time in the history of publishing, first in circulation in the women's field. McCall's is also first in advertising lineage and revenue. ABC and PIB figures tell only

part of the story. The more important part of the story is to be seen in the magazine itself. All advertisers and advertising agencies in the United States are aware of the difference. They subscribe to McCall's abiding philosophy: For the best results, simply produce the

best magazine. The December 1960 issue of McCall's was the first women's magazine to exceed seven million circulation. Because of its continuing and phenomenal growth, McCall's circulation rate base will be increased to seven million, effective as of October 1961.

FIRST IN ADVERTISING **McCall's** FIRST IN CIRCULATION
FIRST MAGAZINE FOR WOMEN

the slipsheet

For issue of April 21, 1961

an informal "f.y.i." before you read the issue

While viewing one of the "not-too-soapy" soap operas last week, we heard the male lead dramatically mention to his on-stage wife, "A fact, like a rock, has a certain measure of density." Now even if we didn't particularly grasp the significance of the statement at that time, we agree that those words constitute a real high-octane starter for some after-dinner speech...guaranteed to bring at least a look of puzzlement to the listener while he contemplates its philosophic foundation.

Since then, the phrase has come to mind many times. So we decided to put it to work explaining the behind-the-scenes story of the facts illustrated in Sales Management's 1960 Annual Report just off the presses. These facts, like the rocks, have a density - a width and depth - all their own.

FACT: Sales Management's paid circulation increased from 27,733 in 1959 to 30,298 by December 31, 1960.

DENSITY: This was 769 above the total new subscriptions to Printers' Ink, Advertising Age and Industrial Marketing combined.

FACT: Between June 30, 1960 and December 31, 1960, SM gained substantially in President and Vice President subscribers in the ABC manufacturer classification #1. SM's increase was 492, bringing our total to 4,833 in this category.

DENSITY: Within this same period and classification, Printers' Ink, Advertising Age and Industrial Marketing had a total combined decline of 67 Presidents and Vice Presidents.

FACT: Sales Management subscriptions to Presidents, Vice Presidents, Sec., Treas., General Managers, Sales Managers and Branch & Division Managers now total 17,975, or 59% of SM's total circulation.

DENSITY: Advertising Age has 3,844 such subscribers or 7.6% of total circulation, and Printers' Ink has 5,488 subscribers or 13.7% of total circulation with these titles.

FACT: Renewals to SM continue at the highest rate (79.65%, at the highest subscription price, \$10 per year. (No subscriptions are offered at reduced rates.)

DENSITY: This is 17.22 percentage points above the average of Printers' Ink, Advertising Age and Industrial Marketing.

(All figures based on Publisher's Statements, December 31, 1960.)

There are many interesting items that our Annual Report did not include...such as a letter written us by Jack Maher, Sales Manager at Marbon Chemical, Division of Borg-Warner, who wrote us while on a jet flight to inquire about one of the current SM articles he read while airborne. Or like that letter from John E. Jundt, Manager of Industrial Sales at Bell Sound Division of Thompson Ramo Woodridge who desired to become a subscriber on the basis of his General Sales and Marketing Manager mentioning to him that "no other single publication has been equal in scope to Sales Management as a device that furthered his knowledge and ability."

These are facts and items that construct the dimensions of our publication for an advertiser. And these facts are plentiful. But, like we said, it's the "density" behind these facts that adds the frosting to the cake. We're pleased that we can continue to serve you with both...in Sales Management.

The Publishers

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 6-4800

"the slipsheet" is included only in complimentary copies.

Source: *Journal of the American Statistical Association*, 92(439), 1031-1042.



Whatever else is built into advertising, the results rest on

BELIEVABILITY

For advertisers in the San Francisco market, the EXAMINER offers the priceless plus of Reader Confidence.

Do not think, however, that such confidence implies a stiff-necked or circumscribed editorial attitude. On the contrary the EXAMINER is a dynamic newspaper—an innovator; a developer of new writers and both an explorer and exploiter of new ideas. But never does it sacrifice FACT for sensationalism nor confuse stunts and contrived situations with hard core news reporting!

Against such a background of editorial integrity, your advertising gains ready acceptance from the broad readership of such intelligent, discriminating and knowledgeable people who would naturally be attracted to this kind of newspaper.

Perhaps this is why more advertisers—Retail, National and Classified—find the EXAMINER is the most profitable way to move merchandise in the San Francisco market.

San Francisco BELIEVES in the

EXAMINER

Tells More...Says It Better!

Nationally Represented by HEARST ADVERTISING SERVICE INC

Photo by Arnold Newman.



A man who's sure of himself—knows what he wants in business, and sets out to get it—puts special value on businesspaper advertising. Here's where you can build results, respect and recognition—for your products and your company. The fact is: it takes an advertising pro to sell a business pro... in businesspapers.

Advertising in businesspapers means business

... because businesspapers are read by men in a business-frame-of-mind. An adequate schedule, with the right kind of copy, in the right selection of businesspapers is a basic ingredient of every balanced advertising program.



Advertising works best in a businesspaper its readers are sold on... a bought-and-paid-for ABP paper.

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wells St., Chicago 6, Ill. • 333 Wyatt Building, Washington 5, D. C.

Sales Management

THE MAGAZINE OF MARKETING

April 21, 1961

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HIGHLIGHTS

OUT-DEMONSTRATING THE COMPETITION

At International Harvester, complete familiarity with the product—its own and the competition's—is the basis for realistic selling. IH's "boot camp" training makes rugged users of the company's light industrial equipment salesmen, brings home every aspect of the product from a customer viewpoint.

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11 MISSING MINTS SET 'LEGAL PRECEDENT'

Because a package of chocolate-covered mints contained only 30 candies instead of the 41 found to fit the space, the Government has won the first round against marketers of "slack-filled" packages. Victory gives FDA, FTC as well as state bodies an important precedent in upcoming packaging crackdown.

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VA—NEW DEMANDS ON SALESMEN

Selling the prospect oriented to value analysis—as more and more buyers are today—puts the onus on salesmen to think in terms of a function and the most efficient way to perform it. The swing to more scientific selling and buying is bringing significant changes on both sides of the operation.

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AT HOME WITH THE DO-IT-YOURSELFERS

Leisure time on the home front has become a multi-billion-dollar market in the do-it-yourself field as Americans en masse move frenziedly from power tool to paint brush, building, decorating, landscaping—out-planting and out-planning the Joneses.

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Photo by Arnold Newman



For the man who likes a challenge businesspaper advertising is exciting stuff. It demands your best. Here's a real test of creativity, for you're selling to fellow pros—men who know their business. You've got to know your business and communicate in a businesslike way...in businesspapers.

Advertising in businesspapers means business

...because businesspapers are read for profit, not for pleasure. Here's one place you'll always find prospects—reading with their minds on business—wide open to ideas and products that can help them on their jobs.



People pay for businesspapers they want
...read the businesspapers they pay for.
Note: All ABP papers are "Paid".

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wells St., Chicago 6, Ill.
333 Wyatt Building, Washington 5, D. C.

THE 14th MARKET IS "TWINS"

and only
ONE
newspaper
covers the
St. Paul "Half"

*Ramsey, Dakota and Washington Counties

ST. PAUL
DISPATCH
A RIDEER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.
New York - Chicago - Detroit
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St. Paul - Minneapolis

Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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U. S. and Canada \$10 a year • Foreign \$15

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Offices and personnel listed in Advertisers' Index.

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Bureau
of
Circulations



Associated
Business
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Business
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Magazine
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Association

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Copyright, Sales Management, Inc., 1961



Milwaukee's excitingly modern General
Mitchell Field Serves 8 major airlines

sales and market grow up together in MILWAUKEE where industry moves a \$3½ billion volume

A city that opens limitless futures for its children, Milwaukee never stands still. From the solid base of wide diversification, Milwaukee industry has boosted production beyond a 3½-billion-dollar volume . . . sends products, materials, and busy people in and out via a giant network of air, highway, rail and water routes . . . helps swell the average family buying

income of a million-plus Metro-area people to over \$7,000.

And among the comparable, top-ten markets, only The Milwaukee Journal offers national advertisers such complete, economical one-paper coverage. In The Journal, advertisers can reach 9 out of 10 families — at one low cost — no combinations or supplementary media needed.

THE MILWAUKEE JOURNAL

Member of Million Market Newspapers, Inc.

NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

Sales Management April 21, 1961 5

IDEA RADIO

A good idea is one that works well for everyone concerned.

That is why KMOX Radio in St. Louis (where it started) and other CBS Owned Radio Stations across America (which followed suit with their own local interpretations) are beaming about the provocative new programming idea called "At Your Service."



STEVE ROWAN COVERS THE NIGHT BEAT AT THE CORONER'S COURT

In San Francisco, listeners hear "At Your Service" on Station KCBS; in Philadelphia on WCAU; in New York on WCBS Radio. Up in Boston, the new program concept is known as "Listen!" over Station WEEI. In Los Angeles over Station KNX it is "Story Line." And now Station WBBM is planning its own show for Chicago. Wherever listeners hear it, they are reacting eagerly to a stimulating new kind of radio, more useful than ever in their lives.

Here's how "At Your Service" places radio in a more active role in its community. St. Louis, for instance. Top Midwest personality, Jack Buck, opens the program with a press conference with an unusual twist. The listening audience questions the guest of the day by phone. Answers are spontaneous—without rehearsal. The other important "reg-

ular" on the show is St. Louis educator, Professor Roy McCarthy, whose lively give and take with the audience has become a favorite local topic.

Next, "At Your Service" travels the main streets and the backrooms of St. Louis. Well-known KMOX personalities make the news come alive through the mobile microphone. The gymnasium where the Red Birds are training; the complaint department of the Better Business Bureau; the back of a snow-plow—nothing is off limits for this culture-with-showmanship program.

The final two hours are divided into lively 5-, 10-, and 15-minute time-segments, each devoted to a special department of news, sports, or provocative feature vignettes, coordinated and brightened by the presence of Jack Buck.

You find this kind of *idea* broadcasting only on the CBS Owned Radio Stations across America. Already sponsors know listeners are really listening. Because listeners are really buying.

Are you selling on the CBS Owned Radio Stations? They are at your service, too.



"AT YOUR SERVICE" IS PRESENT AS ANTIQUE VIOLIN IS APPRAISED BY J. F. HUNLETH OF HUNLETH MUSIC STORE IN ST. LOUIS



ST. LOUIS CARDINALS AT THE BALL FIELD

THE CBS OWNED RADIO STATIONS
WCBS, NEW YORK • WBBM, CHICAGO
WCAU, PHILADELPHIA
KNX, LOS ANGELES • WEEI, BOSTON
KCBS, SAN FRANCISCO • KMOX, ST. LOUIS

We Ask for a Summer Slump—and We Get It

For nearly a year businessmen have complained about lowered sales and profits. Looking ahead a few months, I predict that despite a generally better business climate, most of us will be complaining about a lousy summer. We just refuse to face the facts of life—that if there is summer inertia, it's not the customer's inertia, it's the marketer's.

Now I ask you, when you are on a vacation do you read magazines and newspapers less than when you are at work? If you're at all like me, it's more. And don't forget, too, that vacations for most people are only two to three weeks out of 13 in the quarter.

What I have said applies to all of us as consumers, but if your particular appeal is to other businessmen, the reasons for keeping up strong schedules in the hot months are even stronger. Those months to most businessmen are the months of decision. Then is the time when there are fewer visitors, fewer conferences—a time when they can sit back, at the office, home, mountains or seashore, and do relaxed thinking and planning for the fall months and, in particular, for the following year, for which plans must be ready at least by late fall.

But strangely enough, just when their informational needs are greatest, we relax our personal selling and our advertising and sales promotion.

On the postponable type of consumer purchases it might be argued that summer inactivity may not cost you a sale (providing all of your competitors take the same June 15-September 15 siesta) and that you will get your consumer later on, but with businessmen and their purchases, the correct timing of the visit is more important. The die is likely to have been cast in the summer planning months.

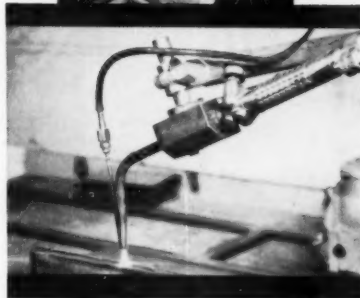
I can't do justice to such a big and important subject in this limited space. Some of you may remember that we devoted the entire editorial content of our January 1, 1960, issue to the subject, "Plan Now, Budget Now, Take Action Now to Beat the Summer Slump." We made reprints of 16 of the pages and have a small supply left. We'll be glad to supply single reprints with our compliments as long as the supply lasts.

Sales Executive of the Year

The committee in charge of picking the nation's Number One Sales Executive of the Year didn't buy my half-serious choice, Bobby Kennedy, for sales-managing his brother to the White House. But they did pick my number one fully serious choice. Maybe it wouldn't be cricket to mention his name before he is officially crowned at the mid-May convention of National Sales Executives, Inc., but he is head of an automobile company and his initials are G. R.


A Worthwhile Review of Newspaper Rates

Things have been happening fast in the newspaper world. An industry that was the slowest in the communications business to give frequency or bulk incentives to national advertisers has now gone almost whole hog in meeting competition. Kelly-Smith Co., one of the leading firms of newspaper representatives, has just released a study in detail of the several hundred newspapers now offering discounts for continuity and volume. It shows that 137 offer Continuity Impact discounts (the so-called Louisville plan); 157 offer bulk space discounts; 28 offer discounts on full pages. The company's home office is at 750 Third Ave., New York 17. Harry Parnas, director of



HOW MAY THESE NEW PRODUCTS AFFECT YOUR MARKETS?

New Products + New Customers = Changing Markets. That's the simple mathematics of marketing. The question is: How does one keep moving with changing markets for their own products? There are many ways, of course. But a good place to start is via the pages of **INDUSTRIAL EQUIPMENT NEWS**, the monthly reporter of "What's New" in equipment, parts, and materials.

But IEN is more than just a "market locator" for new and improved products. It has equal value in selling and re-selling established markets as well. Each month, IEN calls on 81,000 important buyers and specifiers in all industries. They read IEN for only one reason: Product Information. Product information that will help them solve their constantly changing needs in engineering, production and maintenance. Only \$205 a month to help keep present markets sold and to search out new ones—a basic essential in any marketing program these days. Our new Media Data File shows you why. Send for it today. No obligation. 

INDUSTRIAL EQUIPMENT NEWS

Affiliated with Thomas Publishing Company
461 Eighth Avenue, New York 1, N.Y., Oxford 5-0500



MAN WITH A GOLDEN PLOWSHARE!

The average Iowa farmer has an income of \$14,187 per year. He runs his big operation in a state that has 25% of all the Grade A farm land in America, with almost as many top-income farm counties as the next *two states combined*.

WHO-TV reaches 57 counties in the heart of this great agricultural treasure house—and gives you Metropolitan Des Moines as a bonus! (Actually $\frac{3}{4}$ of WHO-TV's two-billion-dollar market lies outside of Metro Des Moines.)

Buying television in Iowa is different from buying coverage of the teeming masses you see from your window on Madison Avenue or Michigan Boulevard. Out here almost *everybody* has substantial discretionary spending-money—and farm people most of all. Ask PGW for all the facts on Central Iowa!

Source: Sales Management Survey of Buying Power, July 10, 1960, and SRDS, January 1, 1961.

WHO-TV is part of
Central Broadcasting Company,
which also owns and operates
WHO Radio, Des Moines
WOC and WOC-TV, Davenport

[illegible]**NBC Affiliate**

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



• Peters, Griffin, Woodward, Inc., *National Representatives*

Sales Development Research, will arrange for any agency or advertiser to see a copy of the study.

Even some of the smaller newspapers are creating incentives for national advertisers. V. J. Miller, business manager, the Tulare (Cal.) Advance-Register, a paper with 5,000 circulation, now offers both frequency and volume discounts, with savings up to 16%, and applicable to ads as small as one inch. He points out in an announcement that "hundreds of food, beverage, tobacco, medical, automotive, soap, petroleum and other general accounts now use an abundance of spots on small radio and TV stations. . . . [They] have proved that small ads carried frequently can be profitable to both advertiser and medium. . . . We believe newspapers should pattern frequency discounts for small ads along the lines already established by radio and TV stations. . . . We believe we can demonstrate the effectiveness of small ads based on frequency discounts in smaller newspapers like ours all over the country."

Those Pullman Car Blues

A couple of issues back I told of a recent and apparently typical experience in trying to get a Pullman reservation—how the railroad played hard to get, how my "perseverance," accompanied by a tip, finally won out—and of my subsequent wrath when I found the train one-third empty. Since then several railroad men have sought me out to tell their side, and I have had a number of letters from travelers.

The railroad men think they know the culprit. He is, they say, the man who actually buys and pays for the space, largely as a precautionary measure, and also reserves airplane space. If the plane takes off he lets his Pullman reservation lapse, feeling that the minor cash penalty is cheap insurance. I think there is probably a lot of truth in the explanation, but I don't think it is enough. For example, railroaders admitted that large corporations were allowed to hold blocks of space practically up to departure time, while other businessmen were being turned down at the ticket counters.

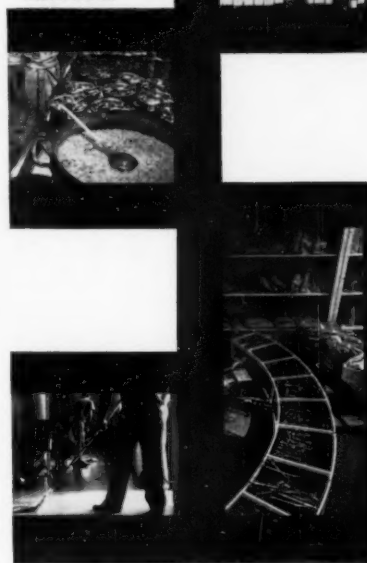
One irate subscriber writes, "I have decided that all men who make railroad policies are absolute idiots. Example: they charge 35 cents a bag for red-capping. I carry three bags including a portable typewriter. So I get off at the Pennsylvania Station in Harrisburg, and it costs me \$1.05 to have my bags carried to a taxicab. The taxicab takes both me and my three bags to the hotel, where the driver gets out of his cab, picks up the bags, takes them inside—all for 50 cents.

"The best lunch I have had in 1961 was 35,000 feet up in the wild blue yonder on a Braniff jet. It cost nothing. An equally good lunch would cost at least \$1.75 on the train, plus tip, and instead of a beautiful stewardess you are served by a surly male. . . . Why the railroads have to carry a \$75,000 dining car to feed ten or fifteen passengers, when the airlines can feed five times as many in half the time, is more than I can understand.

"And as for being told that all seats were sold out, then getting one the hard way and boarding the train to find so few passengers that you have the illusion of almost a private car—this has happened to me since the first of the year on the Pennsylvania, Rock Island, Milwaukee and Santa Fe."

Phil Salisbury

BIG SPENDERS TO ASSURE A HEALTHIER NATION



Recognized hospitals (listed by the American Hospital Association) are big spenders—purchasing about 2.6-billion-dollars-a-year worth of supplies, equipment and services. But they spend with a deep sense of responsibility, for U. S. hospitals are dedicated to providing the best medical care in the world for their patients.

These U. S. hospitals. . . .

serve 2½ billion meals per year.

will spend an estimated \$1,050,-000,000 for new construction in 1961.

process approximately 15,000-000 pounds of laundry per day.

maintain 800,000,000 square feet of floor surface per day.

buy \$313,000,000 worth of drugs and pharmaceuticals every year.

stock and prepare supplies used in the more than 10 million surgical operations performed annually.

Write for details on HOSPITAL'S circulation leadership

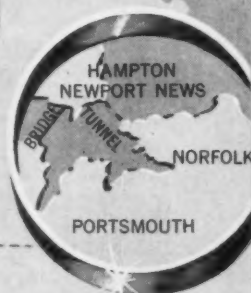
HOSPITALS,
Journal of the
American Hospital
Association

840 North Lake Shore Drive
Chicago 11, Illinois



"MOST MISUNDERMARKET in AMERICA"

— Philip Salisbury, Editor & Publisher
Sales Management



NEW
JERSEY

STOOD

TIDEWATER, VA.

DID YOU KNOW:

■ That Tidewater, Va., while classified as one of the nation's 16 "boom" areas, and growing at 2½ times the national rate, was, in the latest FCC report (for 1959), the *only* one of the top 40 TV markets that did not show a gain in national spot billings. But in the *same year*, local TV billings rose to an *all-time high*!

■ Most of Virginia's recent industrial growth has been in this area; Dow Chemical, Union Carbide, Amoco, Esso, C&O, Lone Star Cement, Cargill Grain, Union Bag-Camp, Hercules Powder, Plymouth Cordage, Lipton's Tea, Nestle, Phillips Petroleum, Coats & Clark, Century Industries, Tidewater Oil, and others have built new plants or major additions in past 10 years. \$128 million has been invested in new electric generating plants alone!

■ Here is the world's largest and finest natural harbor—America's largest port in foreign commerce tonnage; it would take 665 average size industrial plants to equal it in jobs and payroll. Moreover, a new \$75 million port development program has just begun!

■ The shipbuilding industry here employs 30,000 civilians.

■ Approximately half of the huge military and

federal payroll here is *civilian* payroll. And the *military* half conceals a hidden plus of over \$200 million in effective buying income never seen in standard marketing statistics!

■ Here is the greatest concentration of people in the entire Southeast—more than 817,000 people in *half* the area of metro Atlanta or Miami!

■ Here you can draw a circle of 20-mile radius and completely encompass three of Virginia's four largest cities. Plus No. 7, and two others!

■ Though it is the most compact, most densely populated metro area in the Southeast, by federal definition it is divided into *two* Standard Metro Statistical Areas—which is largely responsible for widespread misconceptions and underrating of the market.

■ With some \$300 million in construction projects currently under way, Tidewater is on the threshold of even greater growth. *Newsweek* recently reported: "Once the Chesapeake Bay (bridge-tunnel) crossing is completed, Greater Norfolk, the experts say, will burst into millions and become the South's leading market!"

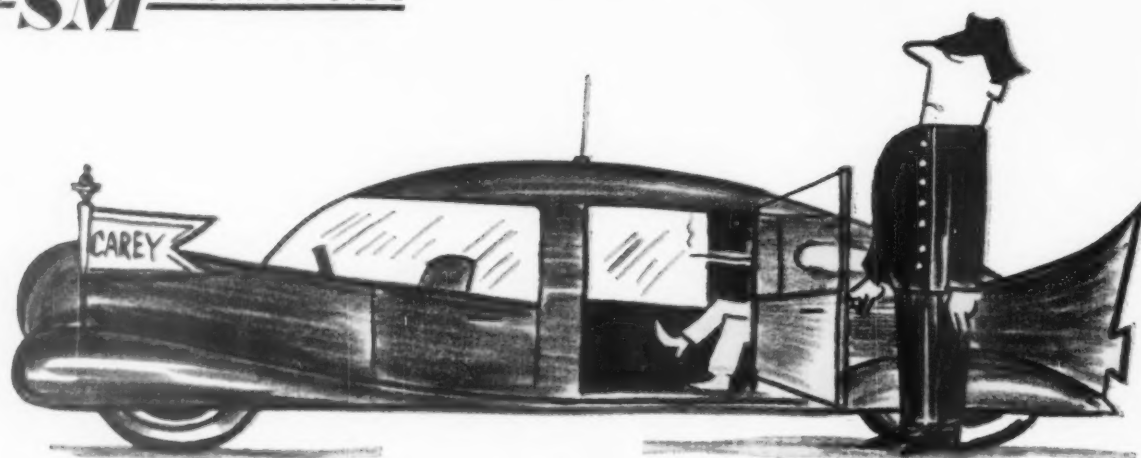
WHAT A PLACE TO PUT A TV DOLLAR!

FOR MORE INFORMATION WRITE TO ANY ONE OF THESE STATIONS AT NORFOLK, VIRGINIA

WAVY-TV
CHANNEL 10

WTAR-TV
CHANNEL 3

WVEC-TV
CHANNEL 13



The Man in the Carey Limousine

New York City has 17,000 taxis. It has 6,500 subway cars. It jockeys some 2,100 public service buses around its narrow streets. But several thousand New Yorkers prefer—and can afford—to get around each day via rented limousines. This affluent group pays a total of \$5 million annually for the privilege of settling comfortably back on foam rubber and saying, "Home, James."

It's nice work if you can get it. And J. Paul Carey, president of Carey Cadillac—largest of the limousine rental firms—has it. He says his is the longest-established firm in the field and that his operation accounts for almost 50% of all limousine rentals in the metropolitan area. Takes a lot of Cadies to supply his customers' needs: Carey maintains a fleet of 110 shiny air conditioned Cadillacs, each of which covers about 6,000 miles a month. The company averages 300 calls a day, transporting passengers to and from airports, train stations, night clubs, restaurants, political functions, business meetings and any place else a customer has a whim to go.

It used to be that Carey supplied the bulk of his service to socially prominent families, pleasure-bent. Today, he says, 3 million of the 5 million miles logged by his fleet is consumed by financial and industrial executives, money-bent.

"As a group," he explains, "New York's business community has found it more expedient to rent a chauffeured limousine for special occasions than to operate one, company-owned, on a year-round basis."

Many of his business clients rent a Cady on a monthly basis as a private ferry service for company executives between airport and office. Where are the other 2 million miles traveled? To the theatre, affairs of state and, sometimes, just to places where it is helpful to be seen emerging from a chauffeur-driven Cadillac. You'd be surprised at the people who will pay dearly to impress others.

There will always be stage-door Johnnies and college boys who, intent on impressing special dates, use the Carey service to further their affairs of the heart. And Carey often plays host to expectant mothers whose husbands are away on business. The firm has its drivers well trained for such delicate emergencies. Invariably the driver takes care of the luggage, tucks mama-to-be in with a lap robe, escorts her into the hospital, and has even been known to stick around for the first yowl, then call papa and give him the intelligence.

► But Carey gets really glamorous assignments, too. The rented limousine is still the most-specified vehicle for conveying foreign dignitaries, according to Mr. C. Among those for whom the red carpet has been unrolled have been King George VI and Queen Elizabeth of England and Premier Khrushchev of you-know-where. When a U.S. President visits New York he invariably rides in an official White House car. But the rest of his entourage, like as not, goes Carey.

The company likes to think it has inaugurated a few "firsts." In 1939,

when Britain's Prime Minister Stanley Baldwin came to the World's Fair, Carey learned that he suffered acutely from asthma. The company provided him with what it calls "the world's first air conditioned limousine." Carey put ice in the car trunk, attached a blower intake over the ice and set up an exhaust fan in the top of the Cadillac.

With the establishment of the U.N. headquarters in New York, Carey was faced with some unforeseen difficulties—language barriers between clients and drivers sprang up. The firm now has drivers on the payroll who can converse in Spanish, French, Russian, Italian, Flemish, Greek, Portuguese and Swedish!

"Forty years ago, when I went into the business," says Carey, "most of our calls were to train stations. Times change. Today, airports are our principal points of call. Also, more of our clientele live in the suburbs now."

But one fact is unchanging: The general public still looks on the chauffeured car as the 20th Century equivalent of the private coach-and-four, complete with footman.

"As a result," adds Carey, "people who ride in limousines are not just going somewhere—in a sense they've already 'arrived.'"

He still believes that New York is "almost completely a Cadillac town as far as luxury car rental is concerned."

But a brash young entrepreneur named Whitney, who recently started operating a competitive business using chauffeured Rolls-Royces, is trying to call his bluff! ♦



INCREASE SALES ACTIVITY AND RESULTS . . . UNITED AIR LINES JET TRAVEL INCENTIVES

You can stir the interest and excitement of your salesmen with air travel prizes on United Air Lines, because United flies to major resort and vacation areas. United jets serve New York and Chicago . . . sunny Las Vegas, Los Angeles and San Francisco . . . majestic Rocky Mountains and Pacific Northwest . . . romantic Hawaii.

What salesman wouldn't work harder to win a trip to one of these holiday areas? And you can be sure of an effective incentive program because United's experts will work closely with you to promote the glamour of jet vacations.

Jet travel for sales incentive is only one of the important ways United can help strengthen your sales-marketing program. United is also the nation's most experienced airline in group travel for sales meetings and conventions. And United Jet Freight can often lower distribution costs to major U.S. markets. Whatever the job, use United jets . . . they mean business!

For more information, call your nearest United Air Lines office. Or write to Mr. W. H. O'Donnell, United Air Lines, 36 S. Wabash Ave., Chicago 3, Illinois. RAndolph 6-5500.



United Van Lines'

"SAFE-GUARD"



..... the moving service that

..... makes **FRAGILE** stickers

UNNECESSARY

"HANDLE WITH CARE" reminders are never needed on United **SAFE-GUARD** shipments. The United Agent takes special pride in protecting *every* article entrusted to him. His Sanitized* vans, custom-equipped with cushion-soft padding and manned by well-trained crews, turn this pride into practical advantages for you.

When you're planning to move exhibits, electronic devices, office equipment or machines—any fragile, high-value commodity—get the safety, convenience and personalized care that only **SAFE-GUARD** Moving Service provides. Call your United Agent today! He's listed under "MOVERS" in the Yellow Pages.

United Van Lines

MOVING WITH CARE EVERYWHERE®

INTERNATIONAL HEADQUARTERS • ST. LOUIS 17, MO.



*REG. U. S. PAT. OFF.

In upper-level suburbia...

They rely on House & Garden

NOW AVAILABLE—a close-up view of upper-level suburbia, in a revealing new series of community profiles, beginning with Darien, Connecticut. For your free copy, contact the office nearest you.



House & Garden —FIRST in America's First market—"Upper-Level Suburbia!"

A CONDÉ NAST PUBLICATION, 420 LEXINGTON AVE., NEW YORK 17 • BOSTON • CHICAGO • CLEVELAND • LOS ANGELES • MIAMI

You can't miss Spring in Upper-Level Suburbia. Everybody is busy with something. Setting up outdoor furniture, planting, painting, checking last year's barbecue and cook-out equipment, replacing drapes, carpets, slipcovers. If there's one thing *busy* people do, it's *buy*. Upper-level suburbia does more, entertains more, *buys more*, and has more income to buy with—not only in the Spring but all year 'round.

In the excitement of buying *this* Spring, over 830,000 families will look to House & Garden as they do all year for something new and better for themselves and their homes. And they will look to its advertising pages with as much interest and fervor as the editorial pages.

Today, no other magazine, of all magazines published, reaches as high a concentration of suburban circulation as House & Garden!*

And the wealth of this suburban market can be reached more directly through H&G—which has the highest percentage of families earning \$10,000 a year and over—of any magazine in the home service field!*

H&G's quality near-million, where activity and money meet, makes it an extraordinary market for your advertising dollars!

*STARCH 1960 CONSUMER MAGAZINE REPORT

Meeting production deadlines



Each Wednesday night Emery picks up galley proofs of TV Guide in Radnor, Pa., and delivers them to TV Guide offices in Boston, Cleveland, Chicago, and Detroit. Corrections are teletyped in to Radnor right up to press time. The magazine is laid out on Monday and goes to press Friday night. To meet this tough deadline TV Guide picked Emery because of Emery's speed, reliability, and teletype control of shipments door-to-door. Call your local Emery man today to find out what Emery can do *specifically* for you—to your profit.



EMERY AIR FREIGHT

801 Second Avenue, New York 17, New York

Offices in all principal cities.

New Status for the District Manager

The weakest link in the sales organization today is all too often the **district sales manager**. It's not his fault, but he's in tough shape. He needs help fast; fortunately, more and more companies are taking steps to give it to him.

Over the years, big and small companies have poured millions of dollars and thousands of executive man-hours into developing sharp, sophisticated **marketing management teams**. These teams have in turn given top priority to the most glaring manpower problem—they have gone all out to shore up the **sales force** by steadily improving recruiting and training methods.

The district sales manager's job has been caught in a classic **squeeze play**. Sandwiched between a more distant and more erudite management on one hand, and a fast growing, more demanding, even livelier sales force on the other, the district manager has not only failed to keep pace with the radical changes in the sales organization—but has actually **suffered** somewhat as a result of them.

Problems at the district management level have long been known to exist. Too often when the best-laid management plans go awry in the field the finger of guilt points to the district sales manager. He is the **key link**—and often the **bottleneck**—in making sales action out of home office ideas.

Until recently most of the problems at this level were seen as a logical result of **making good salesmen into good managers**—a problem grown more serious as the competitive struggle on the firing line has become more difficult and complex. And the **magnitude** of this problem cannot be denied. There can be no doubt that the comprehensive management training programs set up to ease this difficult transition will go a long way toward accomplishing their objectives. (For more on this subject, read "How to Develop Better Field Sales Managers," coming May 19, SM.)

The **real** problem lies much deeper. After a hard,

soul-searching look, many companies are now discovering that the trouble is not so much with the district sales manager's management ability as it is with his **management status**.

Is the district sales manager's job truly a management position? Often **it is not**. It is too far down the line to be permitted much management freedom—especially in today's tough, scientific, all-or-nothing marketing. Modern communications allow top management to control all important details of field operation. The facilities now needed to create marketing policy are such that they are only available at company headquarters. And the expansion of the marketing function eliminates much chance of hand-in-hand cooperation between the district manager and headquarters.

A Funnel for Information

In other words, the district manager has become more a **mouthpiece for company policy**; instead of managing, he **disseminates information** handed down from above and sends topside other information gathered from below. But, although he's not a manager, he's not a salesman either.

He is, in fact, in a sort of **twilight zone**, or limbo, between salesman and management man. Above all, **he is unsure of his own status**. Time and time again companies report finding (to their amazement, of course) district sales managers who are inactive or even destructive because they are either unsure of what they should do or dissatisfied with their neither-fish-nor-fowl status. Add this to the obvious problem of learning the management game and it is obvious that the newly promoted salesman is in a spot.

Sometimes the confusion is **basic**: One sales manager wistfully reports that he may have to fire one of his best men because that man, when promoted to district sales manager, **refused** to give up his biggest accounts—he just couldn't see why it was necessary for him to do so. In one big electrical

goods company, management was in the habit of **handing out promotions** like ribbon candy. The result was that there were soon more district managers than salesmen, the title had lost all prestige (except as it denoted the senior salesmen) and those district managers **unfortunate** enough to have somebody to manage found it impossible.

Anxiety Hurts Performance

Mostly **it isn't that simple**. The district manager's unsureness, his feeling that he lacks management status, is buried deep. But it still can—and often does—**undermine** his ability to perform his job. There are a number of ways in which this can happen.

For example, the district sales manager is exceedingly important to the success of **retail promotions**. One photo goods company, disappointed with promotion results in certain key areas, found that district sales managers were not encouraging salesmen to put across the promotions because the managers felt that the headquarters marketing staff was using the **wrong approach** for those areas. But did they suggest any changes? **No**.

And if the district manager doesn't feel like a manager, he won't do a very good job of developing individual salesmen. Several companies report discovering that district managers had been **discouraging** salesmen from asking them to go along on sales calls, primarily because those managers were not sure whether they were supposed to **help sell** or just to **evaluate the salesman's technique**. And, if the evaluation was required, it was even **worse**, because the insecure managers had little taste for criticizing their men.

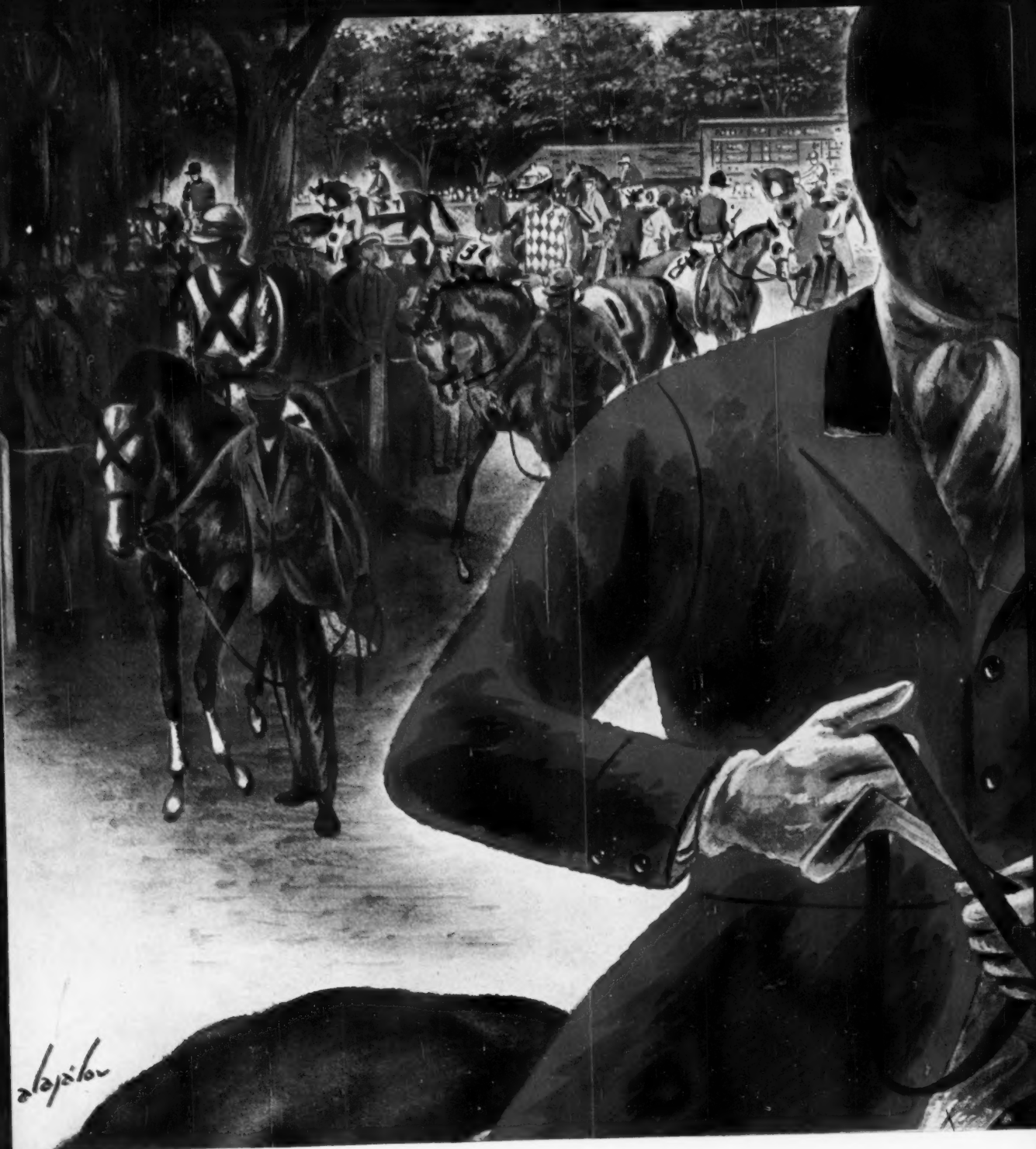
Other examples abound: The machine tool company that was having **quota troubles** because no one bothered to tell district managers how quotas were determined, and they, in turn, talked about quotas to salesmen **as little as possible** because they didn't want to display their lack of knowledge; the numerous companies which require a highly paid salesman on commission to take a **pay**

cut to become a district manager, then fail to make up the **lost status** in other ways; the companies that require so much paperwork and "office management" from district managers that they are reduced in their own eyes (and salesmen's) to ineffectual **petty administrators**, and so on. In every case the manager's effectiveness as a sales leader is brutally **chopped**.

There are some answers, though, and many companies are now taking constructive steps to really put district managers on the management team. Here are a few:

- Give district managers limited **profit responsibility**. Only limited, of course, but enough so they get the prestige of being trusted, and can actually solve special local cost problems.
- Give district managers the opportunity to discuss problems and ideas **among themselves**. Not just district level problems, but **top-level marketing plans and policies** as well. And top management should make it a point to review the results and take action on the district managers' suggestions whenever appropriate.
- Ask **local help** for local problems. Go to district managers for advice before planning retail promotions, and be willing to adjust promotions to regional problems.
- At least one company, Monsanto, has adopted a policy of having up-and-coming salesmen work for a while **side by side** with a **successful** district manager (see "A 'Trial Marriage' for Salesmen," p. 99). By doing this, the salesman not only gains an understanding of management problems and attitudes but, should he become a district manager himself, he will have had the invaluable opportunity of seeing **clearly** just what a good district manager should—and shouldn't do.

And most important, companies seeking to make real managers out of district chiefs know they must **always** remember that to be on the management team, a man must be allowed to participate behind the scenes as well as on the firing line.



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The New Yorker creates

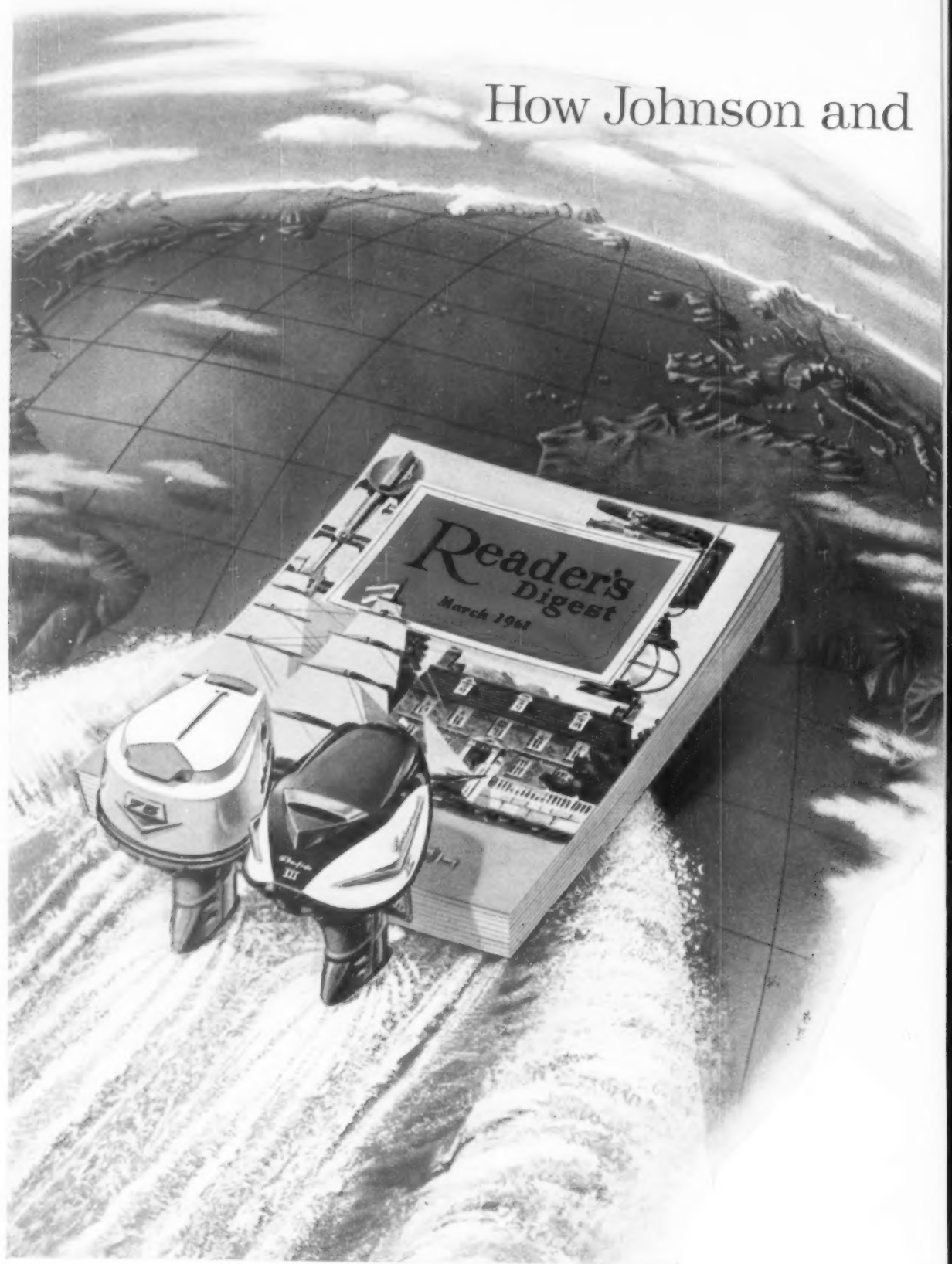
"In keeping with everything it does, The New Yorker covers the world of sports with objectivity, clarity and style. Columns like The Race Track, Profiles on prominent sports figures, and Letters from special sports events

show that The New Yorker knows what good sports reporting can be."

John W. Hanes
John W. Hanes, Chairman,
New York Racing Association



How Johnson and



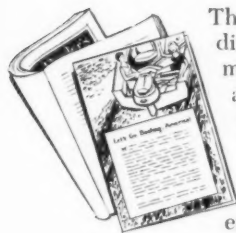
Evinrude are winning the outboard race around the world

Outboard Marine puts its message before nearly 65 million of the world's best customers by using the Digest at home and abroad

"Around the world, our sales volume today is more than 16 times greater than it was 20 years ago; Reader's Digest has played an important part in achieving this growth," says Stephen F. Briggs, Board Chairman of Outboard Marine, the outboard leader that produces both Johnson and Evinrude motors.

"Outboard Marine began using *Selecciones* (the Latin American edition of the Digest) twenty years ago, during its first year," Briggs continues. "The success of this investment led us to become one of the first advertisers in the U.S. edition. Since then we have consistently increased our Digest advertising for Evinrude and Johnson both here and abroad. Results have been so satisfactory that now we're using the Digest *globally*."

In the U.S.: a 12-page insert



The backbone of the Johnson division's 1961 promotion and merchandising in the U.S. was a detachable 12-page insert in the March Digest. This unusual selling device reached a third of America's outboard pleasure-boat owners in the Digest... and added millions through reprints.

Outside the U.S.: 109 pages in 26 Digest editions

Evinrude and Johnson are running a bigger schedule than ever in the International Editions of the Digest during the current sales year. In selected editions they are also being joined by Gale, Outboard Marine's other line of outboard engines.

"We take full advantage of the Digest's flexibility,"



says S. A. Briggs, President of Outboard Marine International. "We can reach in the Digest not only millions who want motors for pleasure boating, but a great many others who need motors to transport industrial products and commercial goods by water."

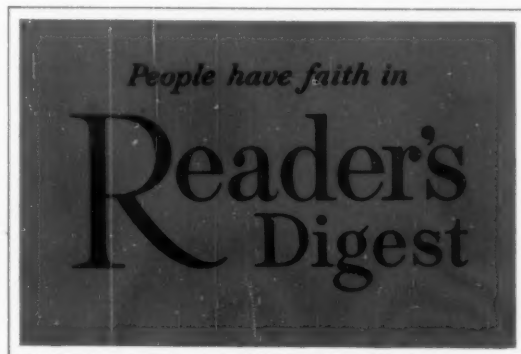
Quick Facts for U.S. and Global Advertisers

World's largest circulation: U.S. Digest circulation (over 12,500,000) is nearly twice that of any other magazine. Overseas circulation (9,005,248) is 10 times greater than any other international magazine.

Highest-quality audience: The higher the income level, the more Digest readers you find. In the U.S., nearly half are in the top economic third.

Lowest cost: In the U.S. and most overseas markets, the Digest reaches responsive millions at lower cost than other U.S., international or foreign magazines.

Double your chances-to-sell: Because each Digest copy is read repeatedly, you get extra *chances-to-sell*. In the U.S., for example, a typical Digest ad is looked at over 60 million times (against about 30 million times for Life, Look or Post). Allowing for page costs, each Digest dollar *doubles your chances-to-sell*.



**WHEN THINKING OF THE
5th LARGEST MARKET
IN AMERICA...**



REMEMBER PONTIAC!

PONTIAC: an integral market within the Detroit Metropolitan Market which ranks 5th in population and total retail sales in the U. S! **PONTIAC:** leading city of Oakland County, one of the three counties constituting the Detroit Metropolitan Market. **PONTIAC:** a city and retail trading zone having a population over the quarter million mark with 21% earning over \$7,000. And The Pontiac Press is the only newspaper that can guarantee...

76% COVERAGE OF ALL HOUSEHOLDS IN THE PONTIAC MARKET!

If you're reaching for the Detroit Metropolitan Market in only the Detroit newspapers, you will be unable to cover even half of this vital Pontiac market.

THE REASON: OVER 50% OF THE HOUSEHOLDS IN THE PONTIAC AREA READ ONLY THE PONTIAC PRESS!

*Remember Pontiac...
...and The Pontiac Press*

THE PONTIAC PRESS

PONTIAC, MICHIGAN

Circulation 60,399—ABC Sept. 30, 1960

Represented by

Newspaper Marketing Associates
Scolaro, Meeker and Scott Division,
New York, Chicago, Philadelphia, Detroit
Doyle & Hawley Division,
Los Angeles & San Francisco

—SM— MARKETING

THE PROVOCATIVE APPROACH

Miami — In 28 countries around the world, 200,000 prospective customers of Renault will soon be scratching their heads trying to figure out who sent them vacation postcards from Florida, U.S.A. Renault's unusual direct mail campaign to promote the Caravelle—known overseas as the Floride—will utilize 400,000 color postcards with vacation messages in nine languages.

Two batches of cards go out from Miami seven days apart, the first with the usual "wish you were here" and signed "John." Confusion is cleared up when the second goes out saying "Have had a really fine journey in our Floride. Au revoir." Signed "Renault."



DESIGN HONORS

New York—Top awards at the annual competition of the Art Directors Club of New York went to this Ford Falcon outdoor poster. The prize was the Kerwin H. Fulton Medal, awarded annually by the club for excellence in design.

INDUSTRIAL DYNAMICS COURSE

Cambridge, Mass. — Executives who wish to judge the usefulness of new management research methods will have an opportunity to do so at Massachusetts Institute of Technology this summer. A special program on Industrial Dynamics is being offered from June 13 through June 23. It will cover new methods of analyzing how organizational structure, policies, decision criteria, etc., may affect industrial growth and cause sales fluctuations.

Inquiries should be directed to: Director of Summer Session, M.I.T., Cambridge, Mass.

HIDDEN BENEFITS

New York—Carrying their dealers' inventories may be a necessary evil for

some companies in this year-after-the-lean-one, but the "Inventory Turnover" plan offered to Remington Rand dealers carries benefits for the manufacturer as well. The plan does formally what dealers would probably do anyway—lets them keep low inventories of portable typewriters while turning the stock over faster in order to keep capital free. The difference is that the program allows Remington to keep closer tabs on the flow and order of goods.

Remington's field rep gets together with the dealer to set a reasonable quota for the year, divides the quota into four quarters, and the dealer then orders for a 3-month period. But each month he takes only one-third of his quarterly order. Remington hooks this plan up to a dealer incentive program that offers a 1% rebate when the dealer makes his quarterly quota.

The idea serves Remington by helping to cement good dealer-manufacturer relations because it helps dealers keep capital free, smooth out seasonal fluctuations on orders, and greatly improve delivery services.



"My wife and my wallet are both in great shape"



A MAN AND A GIRDLE

New York — No doubt on the premise that women dress to please men in the first place, Real-Form Girdle Co. is promoting to men—a foundation garment for women or so it appears. A new ad is dominated by the face of a pleased male who says, "My wife and my wallet are both in great shape." It first appeared the first of last month on car cards in 20 major cities, and mats are now being circulated to 4,200 stores for insertion in local dailies as co-op ads.

on the MOVE

GLAMOUR WITH HEALTH

Baltimore—With high-powered treatment in promotion, Noxzema Chemical Company's new Cover Girl make-up is expected to give Revlon, Helena Rubinstein and other high-price lines some strong competition this year. Billed as "the first glamour make-up that's actually good for the skin," the product ties in Noxzema's old health image with a strong fashion theme and will be featured in three network TV shows, numerous radio spots and 4-color spreads in leading magazines. Cover Girl is now being nationally distributed; it is the result of a 3-year market study program.

TEN SECOND LUNCH

Chicago—The day will come when a consumer will drop 45 to 55 cents into a vending machine and get a hot meal served automatically within 10 seconds, predicts Food Business magazine. The publication recently speculated on this aspect of the frozen food market when it talked up proposed vending units that will keep foods frozen until coins are dropped in, and then electronically cook them.

THE SALESMAN'S A NICE GUY

New York—All the returns aren't in yet, but the first results of its unique mail promotion have Jaylen Offset Lithography Co., Inc., thinking in terms of making it permanent policy. Cartoon-type mailers, billing the Jaylen salesman as a sensitive, warm-hearted character, go out to selected prospects advising them how to act when the company's representative phones or calls. "Greet him warmly; this sets the tone for a personal, friendly chat" is one of the tips on how to make the visitor feel at home. Some others: "Ask his advice. He's very sympathetic." And "... give him the job. It will make him happy."

EXPORT DISPLAY PACKAGE

Buffalo—One of the latest reactions to the booming and beckoning European market is a package deal by Intermart for exhibitors at European trade shows. The Intermart organization plans to buy space in blocks and set up cooperative traveling exhibits showing similar products from different manufacturers. Part of the pack-

age will include assistance in securing overseas sales agents.

The organization plans to get its first show under way for the 1962 spring season in Europe, which means that everything must leave the U.S. by November. Intermart is located at 1006 Prudential Bldg., Buffalo 2, New York.

CUSTOMER OR JUDGE?

Detroit—The recent "Mystery Shopper" program at American Motors Corp. had salesmen treating sales prospects like prize-giving judges. The company used several hundred shoppers supplied by Willmark Research Corp. to call incognito on Rambler salesmen and score their ability to tell the company's sales story.

Salesmen were alerted that the campaign was under way, and told that the mystery shoppers would be evaluating their performance. They also received periodic mailings that stressed three basic sales points and reminded them they would be scored on how well they used these sales tools.

Later dealers and local Rambler zone managers received copies of the shoppers' reports for their own guidance and possible discussion with the salesmen.



BUYING READINESS IS ALL

Cincinnati—One salesman whose success story refutes the Ben Franklin adage about "early to bed . . . etc." is Charles Pomeroy of Mid East Sales Co., maker of the Litter Bug automatic refuse cleaner. In order to catch his customers—drive-in restaurant operators—at the moment of their greatest readiness to buy, he has to be prepared to sell when they are cleaning up at the end of a day. He often arrives in town at 4 p.m., goes to bed until 11:00, and then starts his rounds. (continued on page 25)

is your
business case
an asset
or a liability?



Are your salespeople creating a proper image of your company and product?

They are when they carry a Stebco Case . . . because Stebco cases are guaranteed to keep their brand new appearance for many, many years. Over 250 styles available in your choice of Finest Top Grain Cowhide or our exclusive patented Tufide—Guaranteed 5 Full Years. Custom cases too—specially designed with your business in mind. Just one of Stebco's many features—DuPont Nylon Safe T Edge the most indestructible "Bodyguard" a case could ever have.

So . . . When first impressions count . . . count on Stebco, America's Best Business Case Buy.

For further information and nearest dealer write to:

Stebco PRODUCTS
Chicago 7, Ill.



THE DAY YOU MOVE A FAMILY...TRUST ALLIED!



New "no mess" way to pack your china, glassware and bric-a-brac... Kleen Pack. Each item individually wrapped and placed in its own compartment. Safe as in your own cupboard. So clean they don't need washing when unpacked.



Clothing arrives fresh, clean, wrinkle-free, thanks to Allied's big, roomy, dust-proof wardrobes, developed by Allied to make a difficult moving job easy.



Here's how we protect your TV, hi-fi set and record collection. Cabinets are wrapped in thick padding; records go in special shock-proof cartons.

The easy move is the *worry-proof* move. So call the man you can trust—your Allied man. He, and the thousands who work with him, have moved more families more miles than any other mover in the world. That's why 9 out of 10 choose Allied again. Look in your phone book under "Allied Van Lines" . . . and call the man you can trust! **FOR FREE MOVING TIPS BOOKLET**, write: Allied Van Lines, 25th and Roosevelt Road, Broadview, Ill.



ALLIED VAN LINES  **NUMBER 1 MOVER ON THE HIGHWAY**

MARKETING on the MOVE

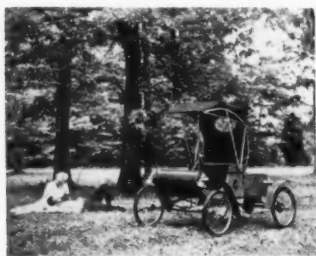
(continued)

TEARS IN A PEN

Philadelphia—When is a fountain pen a fountain maker? Answer: when it contains tear gas, as does the one now being marketed by M&H Sporting Goods Co. This strange device looks like a pen but actually fires a charge of tear gas up to as much as 15 feet. It is advertised as a "personal policeman" and is expected to provide protection for traveling salesmen. Just don't let Junior take it to school.

FARM SHOW

Chicago—If last year's attendance record is repeated, there should be 325,000 prospective buyers of farm equipment at the 1961 Farm Progress Show this Sept. 27-29. Sponsored by *Prairie Farmer* magazine, the show will occupy 520 acres near Rensselaer, Ind. Exhibit space is complimentary to advertisers in the publication. The parking area will accommodate 30,000 cars, and a 250-plane capacity landing strip is provided for flying farmers.



Introducing the 1903 Curved Dash

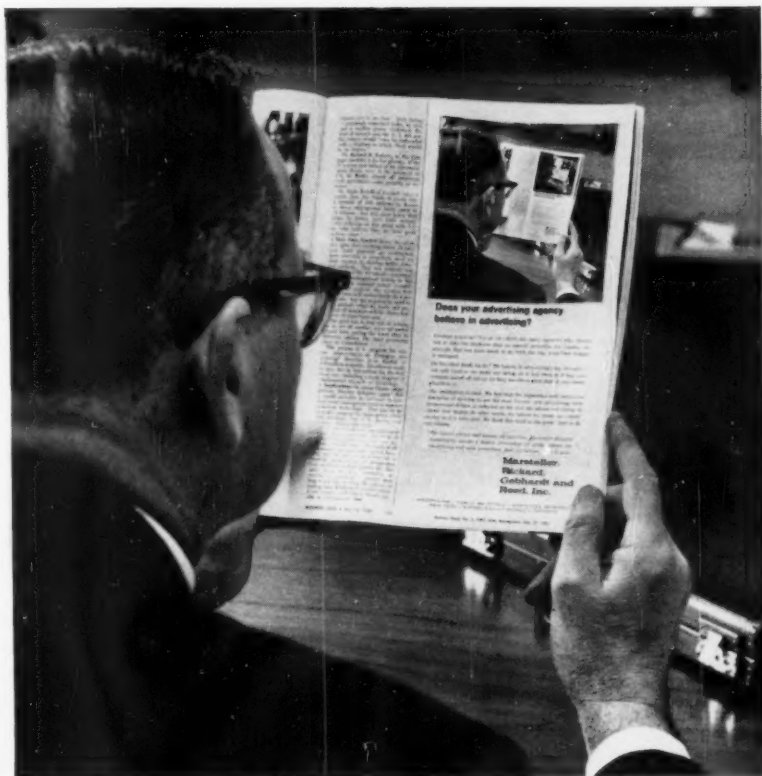


OUT OF RETIREMENT

Bethlehem, Pa. — The clock was recently turned back by the 1903 Curved Dash when it appeared in an institutional ad for Bethlehem Steel. The car is one of 70 made to-date by the Antique Auto Co., a small customer of the steel company, comprised of five retired or part-time machinists.

After Bethlehem's ad, the little company received a barrage of mail from which a number of orders have resulted.

(continued on page 26)



Does your advertising agency believe in advertising?

Unusual question? Not at all—there are many agencies who don't take the medicine they prescribe for clients—an attitude that can have much to do with the way your own budget is managed.

On the other hand, we do.* We believe in advertising very strongly—not only because we make our living at it but because it has consistently paid off for us. In fact, we owe a good deal of our steady growth to it.

The implication is clear. We feel that the experience and continuous discipline of striving to get the most for our *own* advertising dollars is reflected in the way we advise our clients to spend *their* money. In other words, we believe we spend our clients' money as if it were ours. We think this is all to the good...and so do our clients.

**The record shows that among all agencies, Marsteller-Rickard consistently spends a higher percentage of gross volume for advertising and sales promotion. And, we believe, does it more effectively too.*

**Marsteller.
Rickard.
Gebhardt and
Reed, Inc.**

ADVERTISING • PUBLIC RELATIONS • MARKETING RESEARCH
NEW YORK • PITTSBURGH • CHICAGO • TORONTO

MARKETING on the MOVE

(continued)

OUTDOOR HARASSMENT

Washington, D. C. — Outdoor advertising seems to be getting more than its share of harassment these days. Not too long ago New York's public works leader, Robert Moses, publicly announced support of anti-outdoor poster legislation on the state's highways, and more recently in Washington, American Automobile Assn. has been making statements to the House Public Works Committee. AAA wants outdoor advertising curbed along the National System of Interstate and Defense highways.



CARTOON SALESMAN

Bloomfield, N. J. — Not to be outdone by General Electric's Mister Magoo, Westinghouse Electric's lamp division

will be rallying behind "Lamp Lighter," the company's new cartoon salesman. The caricature character, who will appear on TV commercials of the Westinghouse Playhouse, resembles the company's new-shape "eye saving" bulb.

YOUTH LIKES APPLIANCES

New York — The younger the family the greater their dependence on major appliances, according to a national survey by Redbook Magazine. Survey replies from subscribers show ownership of almost all appliances proportionately greatest in the 25-to-44 age group. The largest proportion buying major appliances in the last twelve months was in the 18-to-24 age group.



NEWSPAPERS THAT MEAN BUSINESS IN SAN DIEGO

San Diego County, California, is 4th in apparel sales on the West Coast. To dress San Diegans, address them through the advertising columns of *The San Diego Union* and *Evening Tribune*. 81.2% of the families in the San Diego Urban Area — where 85% of retail sales are made — regularly read the weekday *Union* and/or *Evening Tribune*. 86.9% regularly read the Sunday *Union* and/or *Evening Tribune*.*

* Facts Consolidated

Copley Newspapers: 15 Hometown Daily Newspapers covering San Diego, California — Greater Los Angeles — Springfield, Illinois — and Northern Illinois. Served by the Copley Washington Bureau and The Copley News Service. REPRESENTED NATIONALLY BY WEST HOLLIDAY CO., INC. (Nelson Roberts & Associates)

"The Ring of Truth"  Copley Newspapers

The San Diego Union

EVENING TRIBUNE



Mr. Chester D. Palmer, Advertising Manager of Johnson Motors, says:

"Our Johnson Motors salesmen call on their best prospects first. So does our advertising... in **Sports Afield.**"

We consider Sports Afield one of our "bread and butter" magazines. We have used Sports Afield every year for 28 years because we find it most effective in reaching and selling a prime audience for our products . . . over 1,100,000 active spending sportsmen.

Sports Afield is one of our basic advertising media because we know it calls on our best prospects first . . . at very low cost.

Chester Palmer
Advertising Manager

**Invitation
to Sales Managers:**

Wouldn't you like to reach this no-waste market of over 1,100,000 active men at the lowest cost? If you sell to men — autos, insurance, liquor, tobacco, you-name-it — let us show you how **Sports Afield** can help convert these prime prospects into your customers.

R.S.V.P.

SPORTS AFIELD • A HEARST KEY MAGAZINE • 959 EIGHTH AVENUE • NEW YORK 19, N. Y.

One does it

Heating, Piping & Air Conditioning serves all the factors you must reach in the industrial-big building field

Concentrate in this BASIC book which concentrates in your specific field. No stretching of editorial coverage, no dilution of circulation . . .

HEATING, PIPING & AIR CONDITIONING confines itself to the services for which it is named in the industrial-big building market only.

As a result, HPAC is vital reading for ALL the purchase-control factors in this field — the specialized engineers AND contractors, those who specify AND those who buy. Singly or in combination, these four factors (shown on right) are the decision makers on every job. Your advertising in HPAC puts you face-to-face with them plus the leading OEM's and wholesalers. No gaps, no untouched bases.

And these readers stand up to be counted 100%. Each pays for HPAC directly, individually, voluntarily. Identifiable, provable, responsible circulation!

How do your fellow-advertisers rate HPAC? It leads by over 2 to 1 in advertising volume, has more advertisers, and is used on an exclusive basis by more advertisers.

Put first things first. Place your major advertising effort in HPAC . . . the book with the strategically focused editorial content and circulation . . . the book that carries you through to ALL four purchase-control factors in your field.

KEENEY PUBLISHING CO.
6 N. Michigan
Chicago 2,



adman's lament

... I think the blame for the sad state of industrial advertising ["What's Wrong with Industrial Advertising?" SM, March 17] and its practitioners must be borne by us agency people and our colleagues in the ad managers' chairs.

... We have not developed means of validating industrial advertising as an efficient, indispensable method of sales communication. ... We have not proved to them that it is a profit-making activity.

... We are reaping the harvest we sowed ourselves. Certainly if we have a shallow, superficial knowledge of the business implications of industrial advertising, we cannot expect our clients to regard it better.

The need is for serious students of industrial sales communication. We need scholarship in industrial advertising, not merely knowledge of the copy-and-art craft.

SIDNEY CLAYTON

Sidney Clayton & Associates
Chicago, Ill.

how many, how fast?

Your first article on "How to Double Your Reading Speed" (March 3 & 17, April 7 & 21, May 5) was read at about 320 words per minute with great interest. ...

How about heading several articles with the number of words contained. I could check my speed much more easily.

FRED SCHUCHMAN, JR.

Vice President-Sales
Homestead Valve Manufacturing Co.
Coraopolis, Pa.

► For help in checking the speed of your reading, the editors have made the following approximate word counts on articles in this issue:

"VW's Hahn Hitches U.S. to His Wagon" 1,700.

"Wanted for Deception: The 'Slack-Filled' Package" 1,250.

"7 Easy Ways to Sabotage Good Management" 1,000.

"The Case for a Marketing Voice on the Board" 1,750.

prospects discouraged

Re: Salesmanship

Recently we received a letter from a manufacturer we had contacted about a product we think might be useful in our operations. The item had been pre-sold to us in ads in several national magazines. But the literature we received is no more in-

formative than what we had seen in the magazines. Furthermore, the manufacturer did not take the time to enclose a price schedule.

This is an item that we think we would want to put in use right away—if it's all that we think it is. Now our only recourse is to write another letter and ask for more information.

I hope these people aren't the same ones who are complaining about how bad business is. ...

FRANCIS T. CASEY

Whitehall Systems, Inc.
New York, N. Y.

30-year leftover thinking

We read with great interest (and a certain amount of astonishment) the article "What Makes a Bank a Bank?" in your Feb. 17 issue. Unless a number of studies conducted by various trade associations and progressive banks are incorrect, this survey reflects the type of thinking left over from the dark days of the 1930's. ...

WILLIAM J. DEGROSKY

Assistant Vice President
Pittsburgh National Bank
Pittsburgh, Pa.

marketing morality

Congratulations on your very fine editorial on "Marketing Morality on Trial" (SM, Feb. 17). As you know, this has been my theme throughout the year. It is a vital subject that needs continual discussion. ...

FRED C. EMERSON

President
National Sales Executives, Inc.
and V-P and Sales Manager
Spartan Saw Works, Inc.
Springfield, Mass.

recession's hot dogs

The March 17 issue of SM asks for the source of the story, "A man lived by the side of the road and sold hot dogs. ..."

Some years ago a very similar story was in Reader's Digest. That man was a foreigner and could not read, etc. A similar story makes the rounds in just about every recession.

In any event, please send a few reprints. ...

LYLE A. WALKER

Specialty Manager
The OEC Corp.
Medina, Ohio

Can't identify it but it's old. I've seen it at least six times on widely

a business proposal

to all companies using 10 or more business cars

Investigate fleetcar leasing—the Hertz way, described by leading companies as "the lowest cost sales-insurance we ever took out." Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they're tailored for companies which best benefit from the nation's most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each "10-Plus" plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



HERTZ FLEETCAR LEASING,
Att. H. F. Ryan, V.P.
The Hertz Corporation, 660 Madison Ave.
New York 21, N. Y. Dept. D-416

Please send me your new fleetcar leasing booklet.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NUMBER OF CARS OPERATED _____

What does an oil company



in Florida have in common

with a coffee



company in California or a grocery



chain in Louisiana? Answer: *each gives something extra!*



Their customers



and salesmen like getting *something*

extra in recognition for loyalty. Like the housewife in San

Francisco who got a new toaster



the other day in ex-

change for coupons



packed in the brand of coffee



she buys. *Something extra!* And the oil company salesman in

Jacksonville who received a set of golf clubs



for reaching

a special sales quota. And the woman in Baton Rouge who got a

TV set



because her favorite grocery



store

gives *something extra* to loyal customers. *Something extra*



for being a loyal customer! Scores of progressive companies

rely on The Premium Service Co., Inc.



to help them

develop individually-tailored plans. Why not *your* company?

No obligation for complete information.

THE Premium Service Co., Inc.

Founded 1897

Subsidiary of
The Curtis Publishing Company

195 North Street
Teterboro, N. J.

THE PREMIUM SERVICE CO., INC. Dept. SM-4
195 North St., Teterboro, N. J.

PLEASE SEND ME MORE INFORMATION.

☐ Stamp Plans ☐ Safety Program
☐ Cash Register Tape Plans ☐ Sales Incentive Plans
☐ Coupon Redemption Plans

Name _____

Company Name _____

Street _____

City _____ Zone _____ State _____

-SM LETTERS (Continued)

spaced occasions. First, as I recall, was in the '30's in the Toledo Blade. . . .

W. M. BUESCHER

Asst. to General Sales Manager
Farm Equipment Division
Allis-Chalmers Mfg. Co.
Milwaukee, Wis.

. . . This is a very fine piece, and one that I feel would serve as an excellent sales tool for my staff. I would be interested in obtaining about 200 reprints. . . .

FRANK R. HOWELL

Local Sales Manager
WTVJ
Miami, Fla.

► Among the other companies requesting reprints of the hot dog story are:

Monsanto Chemical Co.
Home Insurance Co.
Remington Rand
KLM Royal Dutch Airlines
Colgate-Palmolive Co.
General Electric Co.
Metropolitan Life Insurance Co.
Muzak Corp.
The Wall Street Journal
Scandinavian Airlines System
United Shoe Machinery Corp.
Michigan Bell Telephone Co.
Kem Plastic Playing Cards
Sun Oil Co.
Fort Worth Chamber of Commerce
General Mills
McCann-Erickson
Pepsi-Cola Co.
Eastern Air Lines
General Telephone Directory Co.

SM international

. . . Sales Management has been the backbone of our company training program. From it I have taken ideas that have made my work a real success. I am not able to thank your magazine enough.

MIGUEL A. GUTIERREZ

General Electric
Puerto Rico Inc.
San Juan, Puerto Rico

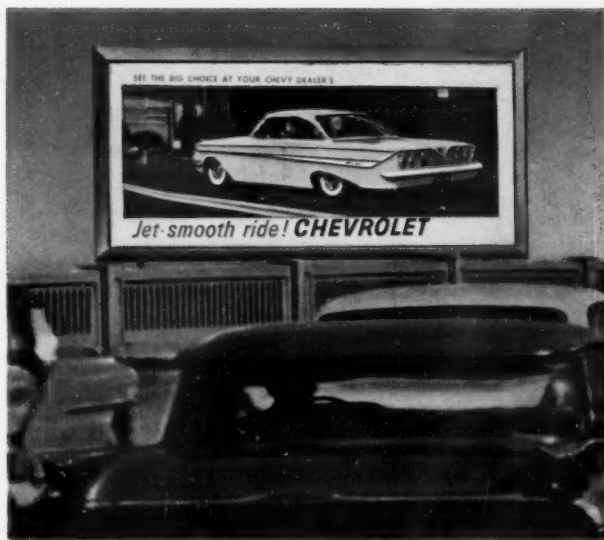
. . . The port of Pondicherry is rapidly growing in importance as the India Government is giving special concessions and additional facilities to the merchants here for importing goods from abroad. . . .

We shall be very grateful if you will kindly send us your journal regularly. . . .

R. K. KHEMKA

General Secretary
Federated Chamber of Commerce
Pondicherry, India

After
the
fade out...



... keep selling with the persistence of Outdoor!

TV and Outdoor—a smart combination! Work them together in your media mix. TV for demonstration impact. Outdoor for persistence. Outdoor's persistence...its continuity of sell turns your TV idea into a 30-day commercial. Outdoor does this in full color and big size, close to the point of sale.

The reach: 94% of car-owning households.

The frequency: 21 times a month.

You reach more people, more often at less cost in Outdoor than in any other primary medium. Ask an OAI man to show you how a small shift of your media dollars can add the persistence of Outdoor to your marketing plan.

**OUTDOOR
ADVERTISING
INCORPORATED**

OAI

With offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle.

Sales Management April 21, 1961 31

The Fantastic Boom in Electronics

Although the decade of the 'sixties holds great promise for marketers in every field, no more than a few can look forward to having already huge markets better than double in size. One such chosen group is the electronics industry, which faces the pleasing prospect of phenomenal growth in all three major market groupings: industry (computers, controls, test, etc.), consumer (TV sets, radios, phonographs, etc.) and military and space (missiles, aircraft, communications, etc.). Here's the picture:

Source: electronics,
a McGraw-Hill publication,
Jan. 6, 1961, by permission.

1960
(in billions)

Total Industry
\$10.2

Replacement Components
1.0

Consumer
2.2

Industrial
1.8

Military & Space
5.2

1965
(in billions)

Total Industry
\$15.0

Replacement Components
1.4

Consumer
2.5

Industrial
3.3

Military & Space
7.8

1970
(in billions)

Total Industry
\$21.0

Replacement Components
1.7

Consumer
4.55

Industrial
4.75

Military & Space
10.0

All this for me?

Yes . . . this is one of the laboratories where we test new IFF fragrances "in the product" to be sure they are technically as well as aesthetically correct.



WONDERFUL WORLD OF FRAGRANCE

Service facilities, such as this Cosmetic Laboratory at IFF, New York, fully test newly-created perfumes and aromatic materials for shelf-life and compatability in all types of consumer products where fragrance is a factor.

In addition to the imaginative artistry of the perfumer, the creation of a successful new fragrance requires a thorough technical understanding of its use in the product for which it is produced. It is only with such thoroughness that truly outstanding perfumes can be developed to assure your new product effective and lasting sales appeal.

iff

VAN AMERINGEN-HAEBLER • POLAK & SCHWARZ
INTERNATIONAL FLAVORS & FRAGRANCES INC.

521 West 57th St. • New York 19, N. Y.

Creators and Manufacturers of Flavors, Fragrances and Aromatic Chemicals

ARGENTINA AUSTRIA BELGIUM BRAZIL CANADA ENGLAND FRANCE GERMANY HOLLAND ITALY NORWAY SOUTH AFRICA SWEDEN SWITZERLAND U.S.A.

why paint just the town?



the Charlotte TV MARKET is First in the Southeast with 642,500 Homes*

The way some people talk about covering city populations, you'd think the folks in the counties don't count.

The Charlotte City population is a fair two-hundred thousand *but* the Charlotte TV Market population is a wallop first-place 642,500 homes!

We'll add modestly that the WBTV bucket covers 55.3% more TV Homes than Charlotte Station "B." **



WBTV

CHANNEL 3 © CHARLOTTE / JEFFERSON STANDARD BROADCASTING COMPANY

* Television Magazine—1961

** ARB 1960 Coverage Study—
Average Daily Total Homes Delivered

What Value Analysis Means to You

The concept of "value analysis" is here to stay. Off to a slow start some eight or ten years ago, this intriguing and effective purchasing philosophy is finding new acceptance in virtually every industry. Today, in many firms, procurement procedures which have skirted the VA concept for years are being formalized. Other companies are just awakening to the basics of a good value analysis program and how, when properly applied, it can ferret out thousands of badly needed dollars.

And, significantly, purchasing people are happy with their new buying tool—they know it's a healthy technique that (1) has placed the buying function on a scientific basis and (2) delivers results when vigorously pursued. Obviously, the vendor salesman is expected to appear on the scene well prepared to sell and service

within his customer's value analysis program.

He will not be prepared unless he fully understands what a VA program demands and how it actually helps him to do a better selling job.

What, then, does your salesman face?

In spite of the many shades of meaning applied to value analysis, one basic definition has gained general acceptance. The value analyst, obviously, must determine value. To do this, however, he must arrive at the minimum cost at which a particular product, material or service performs the function for which it is intended.

Of course, this means he must be aware of the exact function of a particular piece of vendor equipment.

He then must consider every conceivable alternative for achieving that function. This involves, of course, a study of all related costs, the advantages of certain materials, delivery schedules, technical considerations, etc., and then of their disadvantages.

In many companies where value analysis has taken firm hold, the purchasing director will schedule meetings with experts from various departments. At the meeting these people engage in something very close to Madison Avenue's brainstorming sessions. All efforts are aimed at punching holes in the current method of accomplishing a certain function. It is at this point in a good VA program that your product first comes into jeopardy. For example, a VA committee may ask questions such as these: Why are we using 304 stain-

Are Your Salesmen Prepared to Meet and Sell the VA-Oriented Prospect?

- Are they learning as much as possible about customer and prospect products, processes, equipment and capabilities?

- Are they particularly knowledgeable about the functions of these products?

- Are they constantly studying ways in which customer costs can be reduced?

- Are they looking for ways in which to standardize on the use of their products in customer's process?

- Are they working closely with your own factory engineers and production people so that they will have ready answers when called upon to solve a problem?

- Are they always aware of the latest develop-

ments in your industry and that of the customer? This is the kind of information the VA-oriented company seeks continuously.

- Are your salesmen going out of their way to offer suggestions and solutions even to problems not immediately concerned with your product line? For example, the customer's packaging problems, materials handling, inventory control, maintenance procedures and traffic questions. Each of these items will bear on the customer's costs. If the money-saving suggestion comes from your man, your position as a supplier is substantially strengthened through your obvious interest in his problems. If your company shows this kind of interest, it's only fair for your customer to assume he will receive the same interest when it comes to providing his need for your product.

What Value Analysis Means to You

(continued)

less steel? Wouldn't cast iron do as well? Must we heat treat? Have we thought of strapping instead of bolts? Have you heard that a certain copper alloy is now available and should be cheaper to buy? And so it goes. If no alternative can be found for that function, it is considered as performing satisfactorily—for the time being. A month later, the same process will undoubtedly be repeated.

The vendor salesman can never be completely sure where his product stands until he again calls on that customer. Perhaps he will hear that his product has been replaced by a more economical but just as effective substitute—a substitute he might have been able to supply had he anticipated the results of this customer's regular value analysis meeting. Of course, he will often be given the chance to supply this alternative, but he cannot always depend upon rapport and friendship to provide this opportunity.

However, there's little doubt about his relationship with the customer

company should he come up with an alternative cost reduction suggestion which dovetails with the customer's VA program—and before the customer does!

What kind of savings can a good VA program provide?

Reporting on the Allis-Chalmers Manufacturing Company's VA program, D. O. Millar, engineer in charge of the purchasing department's VA section, says, "Our program looks to product engineering groups to initiate value analysis studies of selected projects. Then the VA section and the purchasing department bring to such studies all the specialized knowledge and experience that is available through the company's many suppliers.

"As an example," Millar continues, "a recent VA task force team studied an electrical assembly in an effort to reduce the cost of manufacture. A metal-working supplier, called in by the purchasing department, examined a drilled and slotted part machined

from steel tubing and announced that his company could reduce the cost of the part substantially—and he knew nothing of our costs, only the method of manufacture. This supplier did reduce the costs—from \$1.40 to 6.7¢ a unit, by first punching the part from flat sheet steel and then rolling to obtain the required cylindrical shape. So a substantial saving was achieved through a supplier with specialized knowledge and equipment.

"As we've already seen," he goes on, "product department teams or task forces at Allis-Chalmers attack projects with concentrated studies, calling in purchasing, VA personnel, research, manufacturing and planning people in order to explore all possibilities. But this doesn't mean that people in these other areas cannot apply VA techniques to advantage.

Recently a purchasing agent observed that a latch costing \$14.10 was being used for a small-access door in a sheet metal transmission guard—a brief study determined that a mass-produced lightweight latch costing

What 'Added Values' Will the VA-Oriented Company Expect

RELIABILITY

Is supplier a reputable, stable, financially strong company?

Is supplier's ability and integrity proved by past performance?

Will supplier adequately warrant quality and performance?

Does supplier's quality-control program go beyond adherence to specifications and statistical sampling to a striving for total quality control?

Does supplier have a value analysis program for his products, assessing added features and economies? Is supplier giving savings along with product improvements?

Does supplier have a constructive labor relations program which will serve customer's best interests?

TECHNICAL CAPABILITIES

Does supplier have a program of creative product development or materials improvement?

What are his past results?

Will supplier provide application engineering assistance? Will supplier provide installation and service engineering assistance?

Will supplier provide analytical engineering that will help improve the efficiency of customer's basic processes?

Will supplier help train customer's operators?

Will supplier provide design assistance?

Can supplier handle special needs and designs?

Does supplier provide technical leadership that can benefit customer in the future as well as assure that present offerings are up-to-date?

Does supplier contribute to general advancement through basic research?

AFTER-SALE SERVICE

Does supplier have a service shop organization available when and where customer may need it?

Is emergency service available?

Is supplier's after-sale service dependable and reasonably priced?

28c would perform the function equally as well. Another big saving with no loss of essential quality."

Continuously pressing for increased recognition of the value analysis concept among its members (a program, obviously, of great interest to marketers), the National Assn. of Purchasing Agents explains the meaning of the word "function" as it applies to the value analysis concept: "In buying steel, we are buying a mechanical support; in buying paint, we are buying surface protection. The value in a lamp is the relationship of price to light. We specify paper, but what we really want is something to write on. We order a pencil, but what we want is something to write well.

"In a true sense, every purchase order buys a function, a service, or a use. Value is not controlled by the amount of steel or of brass purchased per dollar, but by the amount of a necessary service or function which is performed by the material purchased. The object . . . is to provide a way for buyers to arrive at either a func-

tional service or a functional product at lower cost. And the job of value analysis is to make certain that every element of cost—whether for labor, for material, for supplies, for styling, for services, or whatever—contributes proportionately to function."

Almost without exception, the companies now employing active value analysis programs do so with the complete assent and continuing cooperation of top management. VA specialists either within the purchasing department, or acting separately but in liaison with purchasing, must have the authority to question application, use and design throughout the manufacturing phase.

This is true for a very simple reason: the kernel of success in value analysis lies in the ability of VA people to continuously question current practice—i.e., cost required to produce function—to be inquisitive, to always seek the alternative possibility. Top- and even middle-management curbs on VA authority seriously hamper, if not destroy, its potential worth to the

company. Your line salesmen benefit all the more from a value analysis program that is internally well organized, directed and supported.

How much analyzing should your salesmen do?

A salesman intent upon selling the Douglas Aircraft Co. in Santa Monica, Cal., for example, would do well to analyze on his own. In other words, he might ask himself, "Can my product be replaced by a more economical substitute or alternate process? Have I considered all of the possible ways in which application of my product or service might be altered to reflect an economy and yet remain in use?" According to a Douglas representative, "We study the relationship of design, function and cost of any product, material or service with the object of reducing costs through modification of design, or material specifications, manufacture by more efficient process, changes in source of supply, or possible elimination or incorporation into a related item.

(continued on page 130)

of You? General Electric Checklist Sums It Up

Will renewal parts be available when customer needs them?

Will supplier help set up a preventive maintenance program for the equipment he has provided?

AVAILABILITY

Will supplier assure on-time delivery?

Are stocks available locally? On short notice?

Does supplier have reserve production facilities to meet emergency demands?

Does supplier's standardized or repetitive manufacturing procedure offer quicker delivery?

Does supplier have commitments to other customers which could affect an order?

Does supplier plan shipments to minimize customer's inventory?

Can supplier be depended upon to provide a steady flow of products or materials?

Will supplier be in business on delivery date?

When renewal parts or service are needed?

BUYING CONVENIENCE

Does supplier offer a full line of related products?

Is supplier capable of assuming full responsibility for coordinating systems and projects?

Does supplier offer suitable credit arrangements?

Does supplier package his product conveniently?

Does supplier have a local sales contact? Is he qualified to help? Can he call upon specialists for difficult problems?

Will supplier help cut acquisition costs such as qualifying visits, telephone calls, lab tests, incoming inspections, spoilage and waste, rejects and complaints?

SALES ASSISTANCE

Will supplier's reputation enhance acceptance of customer's product with his product as a component?

Will supplier provide selling aids?

Does supplier help develop mutual markets?

Will the appearance of supplier's product enhance the appearance of customer's product?

Harvester Salesmen Dig In—

Earthy 'Sales' Training for

Photos by Angus McDougall of Harvester W.



FIELD PROBLEM—Harvester instructor describes the proper way to dig a hole—if it's to be dug with IH equipment

or any other kind. At the end of this short breather, it's back to the controls for this group of IH equipment salesmen.



DOWN SHE GOES—An International Drott skid-shovel digs "foundation" for salesmen-audience. Note Case machine at rear (rt.). Competitor's equipment must be learned in addition to IH's.

CLEANUP—"Living with the equipment" means cleaning and maintaining it, too. But a little water is a lot of fun on hot, dusty afternoon after hard day.

Tough Selling

"You're only as good as your backhoe," thundered director George Cale, while his nine "recruits" rubbed their puffy blisters in silent agreement. "If I pass out," mumbled one of them, "just throw dust in my face to bring me to!"

The occasion: International Harvester Company's "boot camp" for its light industrial equipment salesmen.

The place: a dusty, hot-in-the-summer, cold-in-the-winter Illinois locale known as Hickory Hill, some 80 miles southwest of Chicago.

The reason: Early in 1960 the company realized that the salesman's ability to adequately demonstrate an IH backhoe, front end loader or log fork, and his familiarity with competitive equipment, sharply influence the final sale—a sale in the neighborhood of \$10,000.

With light industrial equipment accounting for a substantial and ever increasing segment of the farm equipment division's annual total sales in 1960, there was ample support for the idea. Credit for founding the school goes to Russell Dethmer who, at the time, had over-all responsibility as product training manager.

(He since has been promoted to division dealer development manager.)

"The Hill" boasts a full complement of IH light industrial equipment, as well as equivalent models of Ford, Massey-Ferguson, and Deere products. The program is simple when Cale lays it on the line: "If any of you came to this school for a rest, you might as well catch the next train out. By the time the next two weeks are over, you're going to be plenty tired and a whole lot wiser. You're going to learn how to demonstrate a whole lot of equipment—not just Harvester's, but competitive stuff as well. Let's face it—if we don't know what we're selling against, we'll be in hot water."

The school draws its recruits from the farm equipment division's 47 divisional sales districts. Within each district, there is an industrial selling organization in addition to the regular farm equipment sales group. The company has made attendance at the school mandatory for its light industrial equipment salesmen. And since the school's inception on March 14, 1960, 185 men have dug, sweated and studied their way through the program. The first season's training year

ended on November 4, as the men in the final cycle completed their chores.

Generally, each cycle has been composed of light industrial equipment salesmen with a few farm equipment men who operate in an unusually fertile industrial area. Recently, several IH engineers worked through



"DEMONSTRATE, demonstrate, demonstrate," says Director George Cale, to this group around an International Harvester Danco mower.





THE HEART OF THE MATTER—In any demonstration the salesman makes or loses the sale as he begins to operate controls. Mastery of these is what counts.

Salesmen Dig In

(continued)

the cycle with the rest. Says Dethmer, "You can appreciate the kind of intracompany cooperation and understanding this produces."

The night the men arrive at Hickory Hill, they receive an hour-and-a-half test designed to show them what they don't know. When they leave two weeks later, a similar test is given. Almost without exception, the salesmen are amazed at their prior lack of



CLOSE ORDER DRILL—Testing backhoes of International and competitive equipment. Construction problems are set up.



LANDSCAPING—Local farmer benefits by having his pond landscaped while salesmen learn an intricate maneuver.



TARGET PRACTICE—Drivers of a Ford and an International tractor simultaneously drop loads into a simulated truck.



OBSTACLE COURSE—A "recruit" moves heavy sawed logs with International 560 tractor with log-fork attachment.

POWER OF THE BACKHOE—Versatility of this unit makes it a sales "staple" in line of light industrial equipment.

knowledge. Said one of them recently, "If I went up against a competitor's salesman tomorrow, I'd pity him, I really would."

They get up at six each morning. "Just like basic training," says Dethmer, "only with slightly better conditions." After breakfast, they move into the field where Cale may put a Harvester machine through its paces—usually to the men's amazement. Starting with what Cale calls "phantom digging," the men try their hand at everything but actually digging the hole. An almost second-nature familiarity with the mechanism is demanded. Slowly, Cale fills in the techniques, short cuts and methods of selling against competitive models.

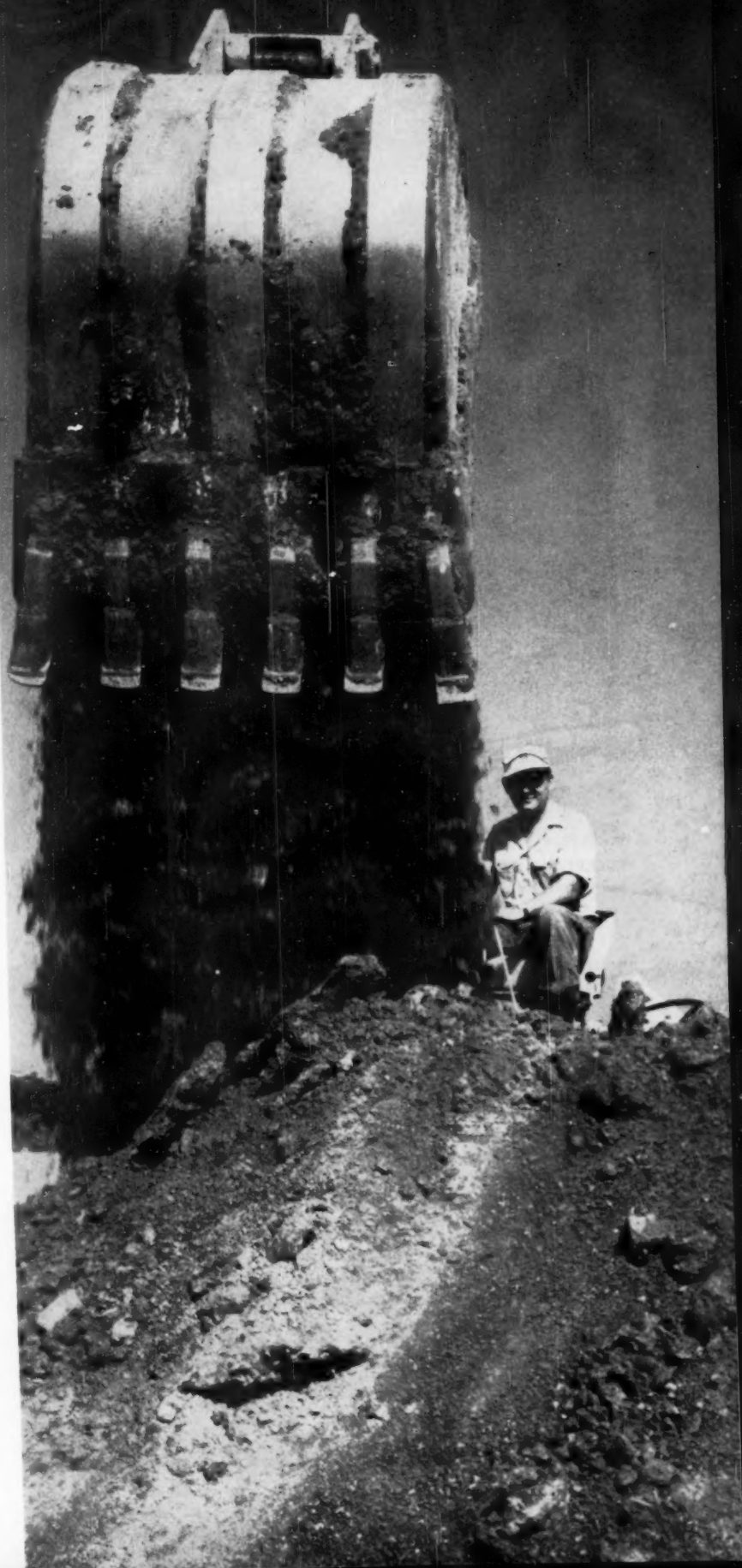
Finally, they dig graves—considered the ultimate test for an operator of this kind of equipment. With the average graves spaced only 8 inches apart, there is little room for error. When it does occur, Cale exhibits something less than graveside reverence.

► Of the 50-odd machines at the camp, 19 are competitive makes. Says Dethmer, "We try to keep them as current as we can. As a result the men see that ours are not the only good machines, that there are others. But we have some of the best, and they offer features no other can. The salesmen also learn that the best way to combat competition is to know as much about its product and theirs as possible."

The pace is grueling. Usually there is a bad-weather factor—heat, rain, dust. The dry, powdery earth fills the air, as do the shouts of director Cale, as he moves from man to man and from machine to machine. He demands results from Harvester's recruits—and the group includes experienced IH salesmen as well as the recently hired fledglings.

Wherever possible, Cale puts a man and his machine on a practical project—mowing out a tree patch, clearing a plot, scraping a pond—so that each man gets to know every machine in the place.

Evening brings little rest. After supper, Cale confronts the men with





BUCKET CHANGE—Instructor and salesman-students switch bucket on backhoe for a grave-digging job. This is just one of the precision jobs to be learned.



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BRIEFING — Instructor George Liebers checks out student Chuck Drysdale on Massey-Ferguson's backhoe controls.

Salesmen Dig In

(continued)

typical sales problems. He devises trial situations involving complicated municipal and corporate bids. In addition, the men are intensively trained in mechanical specifications and pricing information. The intricacies challenge even the older IH salesmen, particularly when it comes to specifying equipment in light of their actual training with the machines. Frequently, long-time viewpoints and opinions are changed for the better. Often, work goes on long after the 10 p.m. "lights out."

While the school has been devoted almost exclusively to Harvester's company salesmen, 1961 will see the first week-long concentrated cycle involving some 320 Harvester dealer salesmen.

In its first seven months of opera-

HARD EVENING'S WORK follows a hard day's work. Here, the school's 3-man staff group pitches the hardest sales problems it can find at the men. Now this "city council's" municipal and corporate bid problems are considered in the light of the men's actual knowledge of what the machines can do.

ACB Newspaper Research Reports

tell you **which** merchants are advertising **what** brands

in any or all the 1,393 principal market areas

ACB Reports are compiled to your specifications . . . they will cover as much or as little time, brand, territory as you wish. Charges are based on the number of advertisements checked and reported. Reports are your exclusive property. Individual tearsheets may be had—at no extra cost.

Dealer tie-in advertising is important in selling any product. Manufacturers recognize this and so use every means to gain this advertising cooperation from retailers.

If your brand is being featured consistently by retail stores—you are in a wonderful position, as compared with competition.

But how do you know? Are you getting such tie-in advertising support? And—how do you compare with your competition?

If you have no accurate record—then you do need ACB to supply you with the facts—a detailed monthly Report that will tell you everything that there is to be known concerning all local stores' advertising.

The cost is minor compared to the value these Reports could mean to your Sales and Advertising Depts. as well as helping your salesmen. Over 1100 leading merchandisers use ACB profitably—and so can you.

Send today for complete information on ACB Newspaper Research Reports.



The ADVERTISING CHECKING BUREAU, INC.

New York (10) 353 Park Ave. South • Chicago (3) 18 S. Michigan Ave.
Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave.
San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER



A GOOD DAY'S WORK shows in the face of Chuck Drysdale, IH man from Orlando, Fla.—and there's good reason: He's a lot wiser man about industrial machines now. Sweat-soaked man at left will certainly be able to appreciate the farmer's and industrial operator's problems now that he knows what it's like working in 100-degree heat.

Salesmen Dig In

(continued)

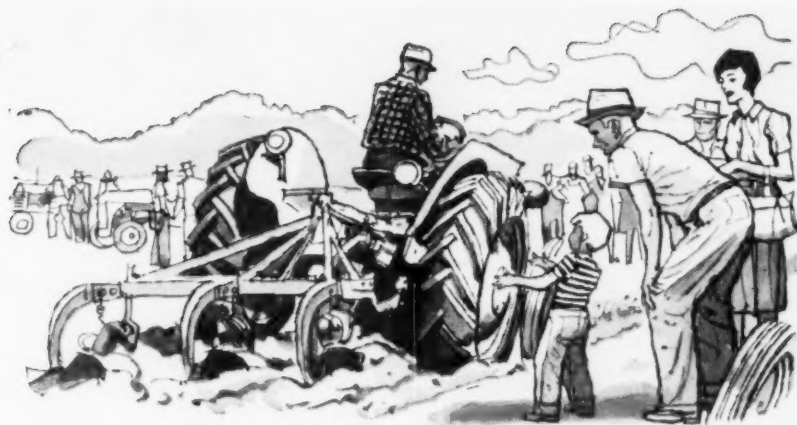
tion, the school cost International Harvester over \$250,000. But according to Dethmer, "The investment is more than returned. And to show our faith in the operation, we'll be opening a similar school in Tifton, Ga., later this year for our farm equipment salesmen."

Results? While the school does not claim full credit for the fact that light industrial equipment sales stand as the only segment of the farm equipment division sales up for 1960, a hefty share is due to IH's highly effective sales training school at Hickory Hill. ♦

RAK



OFF-DUTY TIME?—Little or none. Routine is strictly controlled, "lights out" is 10 p.m. But even during this period the men are reviewing material from the many "skull" sessions for exams.



Ego involvement? Heck, yes!

There are gentlemen farmers. Part time farmers. Armchair farmers. But if your life, your capital, your credit, your success, and your family's future are involved in the operation of a farm, you are not academic, aloof, or absent minded about farming!

You live with your business. Your errors and omissions are obvious every day—to you, your wife, and your neighbors.

And if you are a quantity producer of corn, wheat, soybeans, beef, pork or milk, **SUCCESSFUL FARMING** comes close to being your bible. You need it to get the most out of every acre, every cubic foot of building, every hour of daylight, every dollar of investment. You need it to plan your production, to gauge your markets. You don't just read it; you study it, file it and refer to it again. Because it means success in your business, money in the bank!

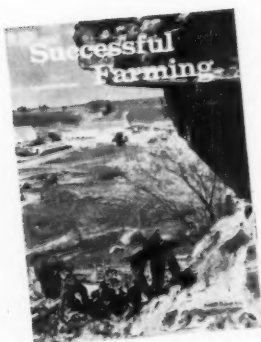
Your wife is involved in your business, finds this magazine as of much interest as you do. And since her homemaking needs and problems are not those of the urban woman, she finds in SF aids to her work programs, planning, meals, entertainment, home furnishings and decoration.

The medium that means more to its audience means more to its advertisers, gets better reception and response. SF has been meaning more to the country's best farmers for fifty-eight years. And its subscribers are one of today's best class markets, with cash farm incomes about 70% above the national farm average.

If you want your advertising to sell something, put it in **SUCCESSFUL FARMING**.

And ask any SF office about the selling opportunities in our twelve new State and Regional Editions.

SUCCESSFUL FARMING . . . Des Moines, New York, Chicago, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.





TIME is the shape of the food market

Circulation concentration in the top 100 counties for
FOOD STORE SALES

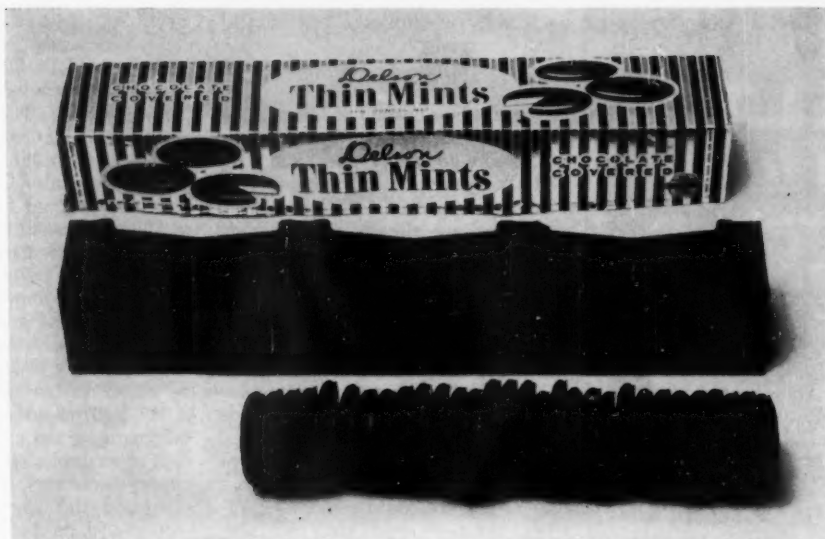
TIME, The Weekly Newsmagazine	59.7%
Holiday	56.5%
Life	55.9%
Sports Illustrated	53.2%
U.S. News & World Report	51.5%
Reader's Digest	50.4%
Newsweek	50.4%
Look	46.7%
Better Homes & Gardens	45.8%
Saturday Evening Post	44.3%

SOURCES: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports. TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59) • Sports Illustrated (3/2/59) • U.S. News & World Report (3/28/58) • Reader's Digest (April 1959) • Newsweek (3/23/59) • Look (3/18/58) • Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59)

Of America's 3,070 counties, 100 ring up more than half of the nation's retail food sales. TIME concentrates more of its circulation in these big food-buying counties than does any other magazine with over 500,000 circulation. TIME-reading families are among the nation's most prosperous. They buy more, they buy better. TIME puts you on their shopping list.



TIME...TO REACH 2,550,000 TOP-OF-THE-MARKET FAMILIES



WANTED FOR DECEPTION: *The 'Slack-Filled' Package*

Partially filled packages of all types, maybe even aerosol containers, will be scrutinized for "deception" by the Government. Armed with a big court victory over the Delson Candy package (above), Uncle Sam is out to hunt down the "oversized" package.

By BERT MILLS
Washington Editor

Another so-called Government crackdown is about to be aimed at marketing. The latest target is the "slack-filled" carton.

New controversy is sure to envelop this often necessary, yet sometimes doubtful, marketing practice. Many in Government believe that the number and variety of deceptively oversized cartons are rapidly expanding. And now Uncle Sam has added a new and important weapon to his arsenal—a hard-won court decision setting forth the rule that a carton may not be larger than "reasonably necessary" to protect the contents.

The test case involved Delson candy mints, but the court ruling sets a precedent for packages of all kinds of products. The Federal Food and Drug Administration brought the action and is the primary party of interest, but other Government bodies

are sure to take their cue from the FDA victory.

The Federal Trade Commission, for example, was watching the test case and expressed pleasure at the outcome. Thus products outside the jurisdiction of FDA may be affected. FTC's powers over deceptive practices include packaging, and it has been watching the growth of "slack-filled" cartons for a long time.

A number of state laws assert that a product is misbranded if its container is so made, formed, or filled as to be misleading. It will be no surprise if such states seek to take advantage of the FDA court victory by bringing similar cases at the state level.

Loser of the test case was Delson Candy Co., of New York. In 1959, FDA seized a consignment of Delson chocolate-covered mints, charging

violation of Section 403 (d) of the Federal Food, Drug and Cosmetic Act, which states that "a food shall be deemed to be misbranded . . . if its container is so made, formed or filled to be misleading."

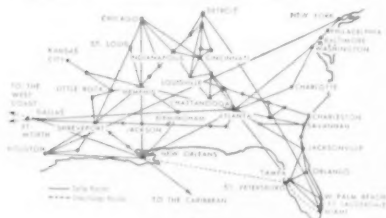
Delson contested the seizure and won the initial round in the court fight. A New Jersey Federal District Court, in spite of evidence that the candy occupied only 44% of the total volume of the container and only 75% of its practical volume, decided there was insufficient evidence to support the misbranding charge.

FDA, which had tried three times before to win a similar court case, decided to persist against Delson and appealed. A few weeks ago a 3-judge tribunal of the Circuit Court of Appeals, sitting in Philadelphia, decided unanimously that Delson mints were misbranded by reason of deceptive

DELTA
..Jet leader
on every
route
flown!



Only Delta operates both the World Champion Convair 880 and the magnificent Douglas DC-8, linking important cities in the eastern half of U. S. with the finest in modern air transportation.



DELTA
 the air line with the **BIG JETS**

packaging. Delson filed a petition for a rehearing which the court promptly denied, thus closing the case at the appellate level.

Because no question of law appears to be involved, a further appeal to the U.S. Supreme Court does not seem likely. Washington officials are confident the Appeals Court decision will stand, and are already making plans to cite the case as a precedent in other packaging enforcement efforts.

Note that short weight was not an issue in the Delson case. The package said "10 ounces net weight" and this was not challenged. The whole point of the case was that the carton contained only 30 mints in a package large enough for 41.

Nor did FDA have to prove intent to deceive. All that FDA argued was that purchasers could reasonably expect to get more candy than the package contained. Delson argued its sole purpose was to design a more efficient and better-protected package. The Government countered by presenting the testimony of other candy makers that a carton of the Delson design was not necessary to protect the contents, and that they packed more candy in boxes of the same outer dimensions.

Another FDA witness was a packaging engineer who testified that the hollow dividers used by Delson had about the same protective effect as single-thickness paper dividers. The engineer asserted that Delson's hollow ends did not add to the strength of the package.

FDA also trotted out a marketing expert to tell what consumers expect to find in a package like that used by Delson. The record included a survey among 50 candy mint purchasers, some of whom said they were surprised not to find more candy in the package.

FDA asserts the Delson decision established these points:

1. That the consumer has a right to expect that a non-transparent container of food is reasonably full.
2. That the size of the container is a reliable index to the amount of food in the package.
3. That a package must not be filled with excessive packing.

FDA Commissioner George P. Larrick termed the Delson decision "welcome news for the consumer." He added that the case "sets a legal precedent for future action in similar cases" and pledged that "FDA will take every possible step to continue its efforts to protect the consumer in this respect."

An earlier milestone case on packaging deception was *United States v. 116 Boxes Etc.*, a 1948 Massachusetts

decision which set the rule that deception depends on "whether the container would be likely to mislead the ordinary purchaser of this type of merchandise." The Philadelphia tribunal cited that verdict, saying, "We think this standard is the correct one."

The Appeals Court added: "A claimant may go forward and show, as [Delson] has attempted to do here, that the circumstantial deception was forced upon it by other considerations such as packaging features necessary to safeguard its product. But safety considerations, before they can be held to justify a slack package, must be shown to be reasonably necessary in the light of alternative methods of safeguarding the contents."

"For example, some padding is obviously necessary in egg crates to safeguard the eggs. But, a 2-inch cotton cushion between each of the eggs would certainly not be justified even though such excessive padding would serve fully the ends of safety. The deception would outweigh the asserted justification of safety when viewed in the light of a more reasonable alternative such as cardboard dividers."

The finding of the lower court that the container used by Delson is "efficacious to a degree" caused the appellate panel to rule "this is not enough. The court has to find that the container's efficacy outweighs its deceptive quality. . . . Further, it has to find that the available alternative efficacious means are not less deceptive than those actually employed."

► In what area will FDA or FTC move now that the Delson decision is on the books? Officials won't say, but one of them speculated about aerosol products. He commented that a 4-ounce package of aerosol paint contains about one ounce of paint and three ounces of propellant.

One thing is certain. The Washington climate is favorable to a drive against deceptive packages. Consumer groups have been agitating in this area for some time, and the Delson case was well publicized in advance of the verdict. There is every indication that before long President John F. Kennedy will fulfill a campaign pledge by establishing a White House office to represent consumers. Such an agency would be bound to attract many complaints and would be in a position to insist that remedial action be taken.

So the wise marketer is on notice. FDA Commissioner Larrick believes there is a "rapidly expanding practice" of packaging in "deceptively oversized cartons." He is out to reverse the trend. ♦

I'LL SAY THIS...

"To us, consistency is most important . . . and we have consistently placed a part of our budget with one or more of the WLW Stations for the past several years. We have received full value in return, in terms of audience, service, and better-than-average cooperation in promotion and merchandising."

Paul Wyong

Advertising Manager

Southwestern
Ohio Blue Cross

Cincinnati,
Ohio

YOU CAN QUOTE ME...

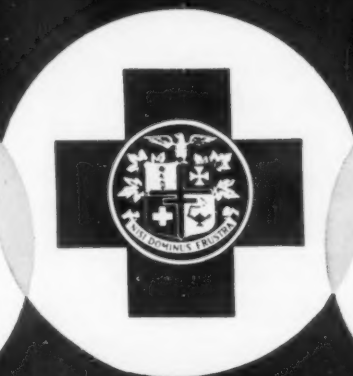
"We are always confident that when we recommend the Crosley Stations, our clients will benefit from the traditional Crosley service that goes considerably above and beyond the call of media duty—from programs to promotions, behind-the-scenes to on-the-air."

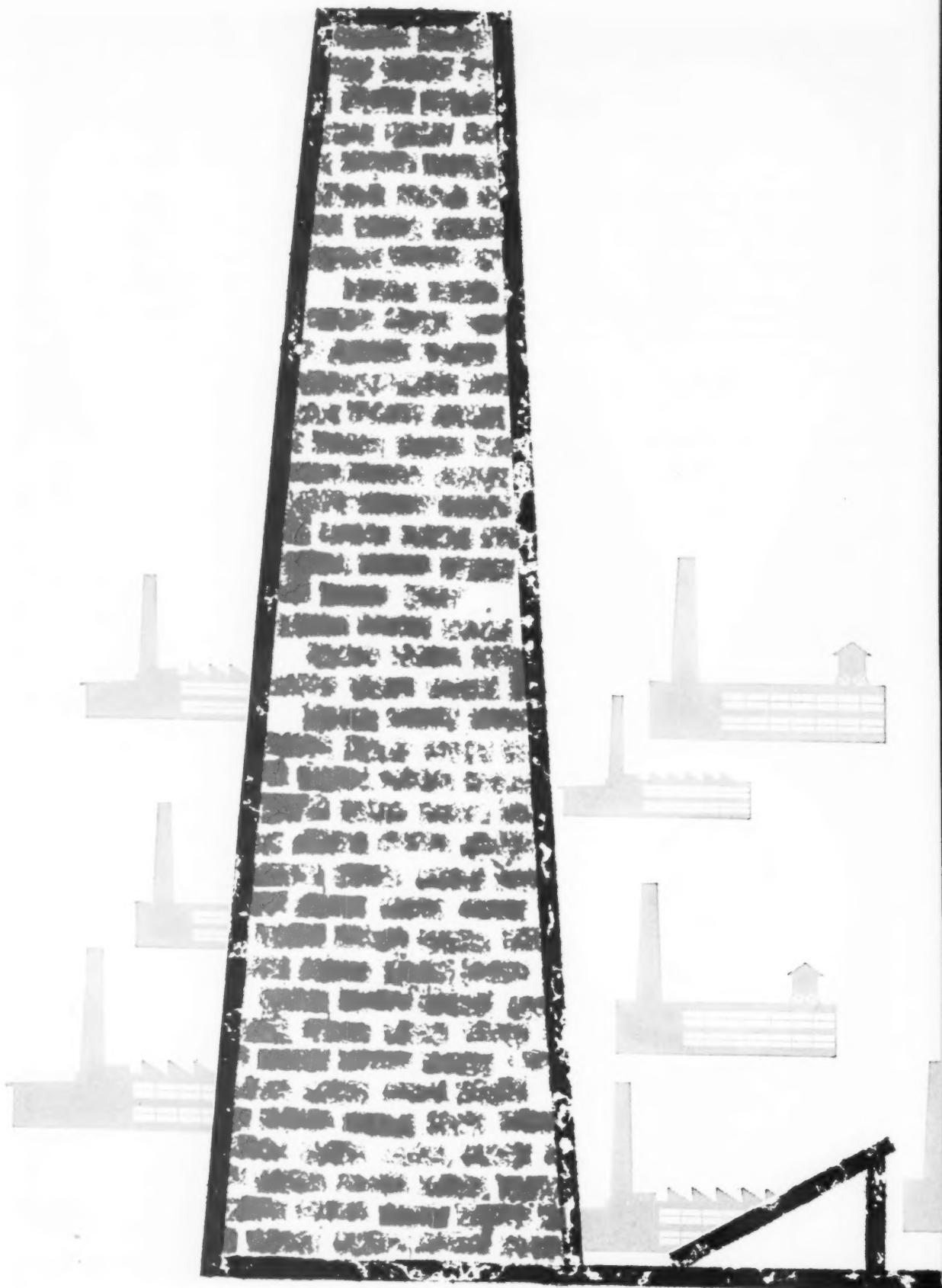
John T. Nolan Jr.

President

Keelor & Stites,
Cincinnati,

Agency for
Southwestern
Ohio
Blue Cross





Chilton's **MAP** in action...

MARKETING ASSISTANCE PROGRAM

HOW ONE COMPANY UNCOVERED 158 PROSPECTS AND 13 NEW CUSTOMERS IN ONE STATE

Strong Steel Foundry Co., in Buffalo, N.Y., had an idea there were many prospects for steel castings in its area which salesmen had not uncovered.

The company sought the help of Chilton's Marketing Assistance Program (M-A-P). The Iron Age Master List of Metalworking Plants pinpointed 280 prospect companies in the SIC groups where 85% of the company's sales were concentrated, within just one of its eight sales territories.

Out of 280 cold calls on these companies, 158 live prospects were discovered. Within one year, 36 sent in inquiries and 13 new accounts were opened.

To uncover the same number of live prospects without the help of M-A-P, Strong Steel Foundry Co. estimates it would have had to make about 600 cold calls. M-A-P clearly saved the company several thousand dollars and a lot of time and trouble.

Have you investigated what M-A-P can do for your company or client? Contact the Chilton publication covering your market.

Chilton
COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pa.



Department Store Economist • The Iron Age • Hardware Age
The Spectator • Motor Age • Automotive Industries • Boot
and Shoe Recorder • Commercial Car Journal • Distribution
Age • Butane-Propane News • Electronic Industries
Aircraft & Missiles • Hardware World • Optical Journal
Jewelers' Circular-Keystone • Food Engineering • Marine
Products • Gas • Product Design & Development • Business,
Technical and Educational Books • Chilton Research Services

"How can I take sure aim on future sales targets and capitalize on changes in my markets?" GET THIS: 9 A. M. Thursday, April 27th, at New York's Biltmore, the editors of CHEMICAL ENGINEERING will be talking with a roomful of men who market chemicals and raw materials. Subject: "Today's Technology Shapes Tomorrow's Markets." No long-hair, technical stuff, but the "dollars and cents" impact of hot developments in petrochemicals, new fuels, plastics, etc. on future sales. Going to be there? Good! Otherwise, write for a plain, practical reprint of all significant points. Available from CHEMICAL ENGINEERING, 330 W. 42d St., N.Y. 36



PRICING

list prices:
deceptive or not?

Pricing practices in the photographic field are being probed for "deception." The question: Whether the advertised manufacturer's list price is "the usual and customary retail price"—or whether it is fictitiously high and gives discounters and other retailers the means to mislead the public.

Twenty-three big manufacturers, importers and distributors of photographic equipment, are now answering a mandatory questionnaire from the Federal Trade Commission. They must divulge their 1960 price lists, details on the method by which their products were sold and distributed, and names of all wholesalers or distributors. They must identify their three largest selling products and submit copies of ads containing price representations which they supplied to distributors and retailers for the three items. They must list their dealers in Chicago, Philadelphia and Washington, and state what efforts they made to discover the prices for which their products retailed in these areas in 1960. . . . After the evidence is in, FTC will analyze the data, and follow up with a check of retailers' prices in the three cities. The outcome could be a barrage of formal complaints or an agreement to kill all list prices.

It's clear that FTC is determined to do something about the marketer whose advertised or pre-ticketed price is not generally stuck to by retailers. The situation, born with the growth of discounters, now appears to be beyond the possibility of an easy or satisfactory solution—other than a virtual abandonment of list prices and national price advertising. (See "False Pricing Marches On," SM, Jan. 20, page 17.)

FTC means business, for it recently hit Regina Corp., maker of floor polishers and vacuum cleaners, with charges of fictitious pricing. FTC claims Regina supplies its distributors and retailers with list prices higher than the customary retail prices for its products, concluding that "this practice gives retailers the means to mislead the public into believing that regular prices of Regina's products are higher than is a fact."

MONOPOLY

56 old cases
being rechecked

An unprecedented check-up on corporate violators of the anti-trust laws for the past 20 years is now under way. At the order of Attorney General Robert Kennedy, defendants in 56 major monopoly cases, in all branches of industry, will be investigated to see if they are indulging in any marketing practices barred by past judgments against them, including consent decrees. Cases on the list include price fixing, allocation of markets, and illegal mergers.

Although all of the cases were brought by the Department of Justice, the FTC will conduct the compliance investigations. Contempt citations will be sought against those companies found not to have obeyed a court's earlier order.

BRANDS

wholesaler brand
goes national

Look for more private brands to go national. Now, possibly for the first time, national consumer advertising is being thrown behind wholesaler-developed brands of hardware merchandise. Liberty Distributors of Philadelphia, merchandising organization representing 26 wholesalers having \$265-million sales volume, breaks with its first consumer ad on Trustworthy, Dainty Maid and Sportsmaster hardware brands in Saturday Evening Post's April 22nd issue. Main ad push will take place in the fall and Christmas season. Note: Ad theme will stress quality—"Brands You Can Rely On . . . at good stores almost everywhere."

SHOWCASE

permanent exhibit
planned in capital

Marketers are planning a permanent technological and product exhibit in Washington, D.C., with President Kennedy's blessing. Called U.S. Exposition of Science and Industry, the project will be financed and maintained by private business.

More than 200 corporations have expressed interest in participating, even though the opening date is two or three years away. As many as 35 buildings are planned, possibly on a 350-acre tract overlooking the Potomac. The exposition will be aimed at Washington's 7-1/2-million annual visitors, particularly school children and foreigners. It will not be a trade show with a direct selling motive but an educational display by a cross section of American marketing. . . . The founding group numbers 18 corporate representatives in the capital, plus a trio of trade associations. Big business names among the non-profit corporation set up to plan the exposition include Alcoa, American Can, Dow Chemical, Ford Motor, General Electric, Koppers, Standard Oil of Indiana.

SECRECY

confidential reports
threatened again

Confidentiality of business reports to the Census Bureau faces a new threat. The Supreme Court, confronted with conflicting appellate decisions, has agreed to review an FTC case against St. Regis Paper. There are other issues at stake, but the key one for marketers is whether FTC can compel a company to disclose information supplied Census under a pledge of secrecy. This promise is contained on Census blanks which say that information furnished "cannot be used for purposes of taxation, investigation or regulation"—but FTC claims that there is no legal basis for this promise.

The Supreme Court has had a crack at this issue before (SM, Oct. 10, '60, page 50) but refused review of an appeals court finding that upheld the secrecy of Census data. The effect was to leave the lower court decision in force by giving tacit consent to the pledge of confidentiality. That case involved Beatrice Foods. Now another appellate court has disagreed with the Beatrice decision and the high court must resolve the conflict. . . . There is one important difference in the new situation. In the Beatrice case, the Department of Justice took a neutral position, forwarding the case without recommendation. In the St. Regis case, Justice is serving as FTC's lawyer and thus is trying to break the secrecy rule.



Heinz makes it...LOOK sells it

"1960 was the biggest sales year in our history," says Mr. W. H. Parshall, Advertising Manager, H. J. Heinz Co. "We feel Heinz Ketchup advertising in LOOK contributed in a large measure to this accomplishment."

H. J. Heinz Company has advertised in LOOK every year since 1942. Last year, in recognition of past advertising success, Heinz selected LOOK to carry a large share of its Ketchup magazine advertising. And Heinz Ketchup sales shattered all records.

"We choose LOOK for our Ketchup campaigns because it reaches the kind of

audience we want—Mom, Pop, and the kids," says Mr. Parshall. "And it reaches them with top efficiency and effectiveness. Heinz sales figures prove this fact."

Results like this have enabled LOOK to attain the outstanding growth record among national magazines. In the past year (1960 vs. 1959), LOOK gained more pages of food-and-food-products advertising than any other magazine in the major weekly field.

In the past five years, LOOK has gained more ad revenue and more circulation than any other major magazine.

More and more, readers and advertisers alike are responding to the vital force of LOOK's exciting story of people . . . are turning to LOOK for leadership. **LOOK means sales.**

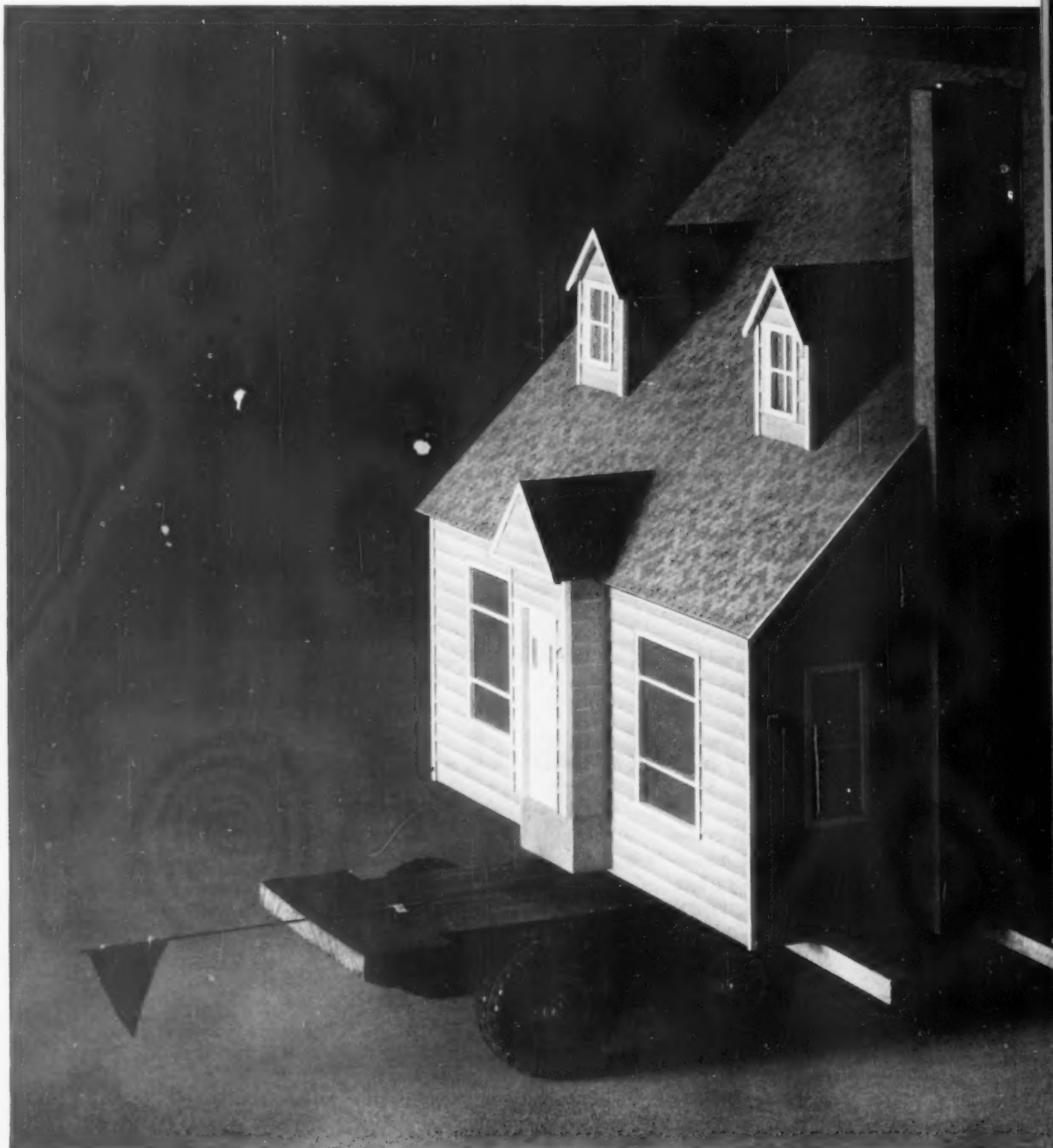


Flint-Bay City-Saginaw moves into the top 40 (in actual TV homes delivered)

You see, what were once two eastern Michigan markets—Flint and Bay City-Saginaw—are now listed and officially recognized as one. So this moves this heavily populated urban area way up among the 40 largest TV markets in the country.*

Right in the same neighborhood with Providence, Charlotte, Denver and New Orleans.

And that's in terms of homes actually delivered: people watching television, not just set owners. It's a market with money, too. Even a little better



off than some of its new top-40 neighbors. SRDS reports, for example, nearly \$200 more to spend per household than the national average.

How do you reach it? The only way, really, is from within the market area.

For the very latest figures we have show that far-away Detroit stations no longer give you the eastern Michigan audience. It's the stations within that deliver the viewers today and, we're glad we

can add, at a most appealing cost. That's where we are, of course—within the market area. Our transmitter is only 20 miles from Flint, 12 from Saginaw and 25 from Bay City. With City-Grade service to all three. To reach us, and to get all the figures on the nation's newest top-40 market, just call Harrington, Righter & Parsons, Inc. Offices in New York, Chicago, Detroit, Boston, Atlanta, Los Angeles and San Francisco.

*ARB—March, 1960 (Sun.-Sat., 6-10 p.m.)



WJRT

WJRT • CHANNEL 12 • FLINT—BAY CITY—SAGINAW / ABC PRIMARY AFFILIATE

Sales Management's Advertising Weathervane



Key to Ratings of "Advertising Pressure"

(The Advertising Increases Needed to Capitalize Fully on Current Potentials for Sales)

★ Even maintenance of advertising required.

★★ Normal advertising advance required (5% to 8% increase in budget).

★★★ Large advertising increase required (8% to 14% increase in budget).

★★★★ Extraordinary advertising increase required (more than 14%).

Key to Ratings of Inventory Size

A—\$2 billion and over

B—\$1 billion to \$2 billion

C—\$750 million to \$1 billion

D—\$500 million to \$750 million

E—\$250 million to \$500 million

F—\$100 million to \$250 million

G—Under \$100 million

Size is by value of the industry's inventory as of the present time.

↑↑ Arrows indicate increase or decrease in rating over past two months.

Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.
AGRICULTURAL MACHINERY Current Inventory: F		BAKERY PRODUCTS Current Inventory: F		CLOTHING, MEN'S Current Inventory: D	
★★	★★★★	★★	★★★	★★	★★★★
AIR CONDITIONING Current Inventory: F		BEER Current Inventory: F		CLOTHING, WOMEN'S Current Inventory: D	
★	★★★	★★	★★★	★★	★★★★
AIR TRANSPORTATION Current Inventory: A		BOATS & EQUIPMENT Current Inventory: F		COFFEE & TEA Current Inventory: F	
★★	↑★★★★	★★	★★★	★	★★★
APPLIANCES, SMALL Current Inventory: F		BUILDING MATERIALS Current Inventory: A		CONFECTIONERY Current Inventory: E	
★	★★★	★★	↑★★★★	★	★★★
APPLIANCES, WHITE GDS. Current Inventory: D		CANNED FRUITS & VEGS. Current Inventory: F		COSMETICS Current Inventory: F	
★	★★★	★★	★★★	★	↑★★★★
AUTOMOBILES, NEW Current Inventory: A		CHEMICALS, HEAVY Current Inventory: B		DAIRY PRODUCTS Current Inventory: E	
★★	↑★★★★	★	★★★	★	★★★
AUTO SERVICE-PARTS Current Inventory: D		CIGARETTES Current Inventory: D		DEPARTMENT STORES Current Inventory: B	
★★	↑★★★★	★	★★★	★	★★★
AUTO TIRES Current Inventory: D		CLOTHING, CHILDREN'S Current Inventory: F		DRUGS & MEDICINES Current Inventory: D	
★★	↑★★★★	★★	★★★★	★	★★★

Business Rising; Advertising Grows

Business is improving as the budding phase of a full-flowered recovery gets under way. Both a production increase and a substantial rise in advertising expenditures can be expected over the next 12 months, according to SM's Advertising Weathervane Board.

Inventories in production and distribution channels have receded to unusually low levels in the face of rising population, comparatively high incomes and potential demand. The board's consensus is that production of

consumer and industrial goods over the next 12 months will advance 6.8% over the corresponding period of the past 12 months.

In like manner, a gain of 6.1% is indicated in total U.S. advertising expenditures for the next 12 months. The record \$11.8 billion spent in 1960 (comparing with \$11.1 billion spent in 1959) helps to explain the mild nature of the recession over-all in the past year. Without such heavy promotion there would undoubtedly

have been a major slump throughout more of the nation's business.

Record-breaking advertising expenditures will help to tap the huge financial resources of the public and industry over-all. Liquid reserves of the public have climbed to a new peak of about \$600 billion. Moreover, the recent strong stock market has added further reserve buying power of more than \$400 billion to the consumer aggregate. The sum total of more than a trillion dollars of savings and

Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.	Next 2 Mos.	Next 12 Mos.
ELEC. IND. MACHINERY Current Inventory: C		MACHINE TOOLS Current Inventory: G		RAILROAD EQUIPMENT Current Inventory: E	
★★↑	↑★★★★	★★	↑★★★	★★	★★
FOOTWEAR Current Inventory: E		MACHINERY, INDUSTRIAL Current Inventory: B		SOAPS & DETERGENTS Current Inventory: F	
★	★★★	★★	★★★★	★	★★★
★★		★★		★★	
GASOLINE & OIL Current Inventory: B		MAT. HANDLING EQUIP. Current Inventory: F		SOFT DRINKS Current Inventory: G	
★★	↑★★★★	★★	★★★	★★	↑★★★★
★★		★★		★★	
HARDWARE Current Inventory: E		MEAT PRODUCTS Current Inventory: B		SPORTING GOODS, TOYS Current Inventory: F	
★	↑★★★★	★	★★★		★★★
★★		★★		★★	
HEAT., PLUMBING EQUIP. Current Inventory: D		MOTION PICTURES Current Inventory: F		TV & RADIO SETS Current Inventory: F	
★	★★★★	★	★★★	★	★★★
★★		★★		★★	
HOUSE FURNISHINGS Current Inventory: C		OFFICE EQUIPMENT Current Inventory: E		TEXTILES Current Inventory: A	
★	★★★	★	↑★★★★	★	★★★
★★		★★		★★	
JEWELRY, SILVER, WATCHES Current Inventory: F		PAPER & RELATED PROD. Current Inventory: B		T'PASTE, MOUTH WASH Current Inventory: G	
★	★★	★	★★★★	★	★★★
★★		★★		★★	
LIQUOR Current Inventory: C		PHOTOGRAPHIC SUPPLIES Current Inventory: E		TRUCKS Current Inventory: E	
★★	↑★★★★	★★	↑★★★★	★★	★★★
★★		★★		★★	

Specialty copyrighted by Sales Management

The Sales Management Directory of Key Plants

Now Ready

*All Plants with over 500
Employees*

★ ★ ★ ★ ★

*Accounting for Half of All
Value Added in U.S. Manu-
facturing Showing:*

Plant Name
Location by County
Mailing Address
State
SIC Codes
Product Description
**Average Employment
in 1959**

★ ★ ★ ★ ★

No other directory covers all industries (including non-metal working) and reveals employment in each plant, an item handled by code in most directories. Yet only if you know how large a plant is can you estimate its potential to you.

Two Tabular Arrangements Included:

Geographic, Alphabetical by state and county
Industry Ranking in order of Employment
Nearly 6,000 plants

Cost: \$48.00 (\$40.00 each for two or more copies)

Also Available on IBM cards. Write to:

MARKET STATISTICS

630-3rd Avenue
New York 17, N.Y.

stocks and bonds, compares with something over \$200 billion in mortgages, installment and other consumer debts, leaving the public a liquid-asset total of better than \$800 billion. This compares most favorably with the present retail sales rate of about \$215 billion annually.

On the other side, the nation's business structure is showing strong ability to handle large expenditures for advertising, as well as for research and expansion. Currently net assets of corporations exceed net liabilities by \$136 billion, representing a working capital position which compares with \$130 billion a year ago.

► The board expects a substantial improvement in profits of corporations as 1961 progresses, reversing the trend through most of 1960 and early '61. The buying power potential also is expected to be improved by a rise in the public's disposable personal income in the coming months, so that all in all, advertisers will have productive targets to shoot at.

Quite apart from the good buying potential foreseen in the months ahead, there's a tremendous job to be done in closing the gap between our huge production potential and our present distribution system. Good as that system is, it will have to step up its efforts sharply to move the mountains of goods available.

The scope of the promotional job ahead is further enlarged by the indication of only a small letup in the pace of spending for new plants and equipment. Such expanded facilities, moreover, will come on top of an already huge national production machine.

The magnitude of potential output is staggering. All manufacturing in this country recently operated at around 78% of capacity, and with the efficiency of newer machinery and increased labor productivity, output has been large enough to give the nation an inventory, over-all, \$5 billion higher than it was a year ago. Now, this thriving, productive giant has grown to the extent of more than \$35 billion in new plant and equipment in 1960, and the rate of growth is not off very sharply this year. By the end of the year, in fact, the board expects a 9% increase in the yearly rate of production facilities.

Dynamic long-range considerations, including the population explosion ahead, are influencing this expansion, and their steady pull is expected to make itself felt increasingly. Particularly influential are the country's heavy research and development expenditures, since they result in improved, more attractive older products, as well

as exciting new products. Last year's spending for research and development approximated \$13 billion, which is five times what it was ten years ago. The board expects this year's spending on new product research and development to add another billion dollars to the '60 total. And we have hardly begun to feel the full benefits of the enormous totals spent on research and development over the past decade.

Another indication of the mounting job to be done in moving goods comes with the board's findings that business population is likely to expand to the extent of about 40,000 additional business firms this year.

Bright spark to the forthcoming business upturn is the construction industry, which in recent weeks has been receiving new contracts far above those of a year ago. This industry is of great importance to the nation's basic business trend, since, in its various ramifications, it accounts for the huge total of 15% of gross national product. Even the residential construction segment, still not very healthy, will get a major push from the present Federal Administration, bent on stimulating as rapid a general business recovery as possible.

► SM's Advertising Weathervane reflects the influences of all the preceding factors, as well as a wide variety of others bearing on advertising pressure ratings for each of the industries tabulated herewith. The ratings, which can readily be translated by referring to the key at the top of the page, are based on a comprehensive range of data available to a carefully selected panel of 89 authorities. Wholly impartial, this Advertising Weathervane Board includes trade analysts in the Department of Commerce, Census Bureau, Department of Labor, Federal Reserve Board and other Government agencies, as well as in trade associations, financial institutions, universities and other private organizations. The ratings are developed from the consensus of these experts, who evaluate and draw conclusions based on the following weights for Advertising Weathervane ratings, using a universe of 100:

Current Production Capacity and Import Potentials	20%
Expansion Projections and New Products	25
Current Inventories and Sales	20
Public Needs for Products and Potential Buying Power	20
Ability of Industry to Finance Increased Advertising	10
Industry Labor Productivity	5

When Pepsi-Cola telegraphs 530 bottlers... *things happen fast!*

Class of Service
This is a fast message
which is delivered within
minutes of the time of origin.

**WESTERN UNION
TELEGRAM**

TIME (5-40)

STANDARD
OK in One Minute
OK in Five Minutes
OK in Ten Minutes
OK in Fifteen Minutes
OK in Twenty Minutes
OK in Thirty Minutes
OK in Forty Minutes
OK in Fifty Minutes
OK in One Hour
OK in Two Hours
OK in Three Hours
OK in Four Hours
OK in Five Hours
OK in Six Hours
OK in Seven Hours
OK in Eight Hours
OK in Nine Hours
OK in Ten Hours
OK in Eleven Hours
OK in Twelve Hours

The time shown in the first line on domestic telegrams is LOCAL TIME at point of origin. Time of receipt is LOCAL TIME at point of destination.

JAMES GOODING, JR.
PEPSI-COLA BOTTLING CO.—DENVER, COL.

PEPSI SPONSORING NBC-TV SPECTACULAR "YOUNG AT HEART"
STARRING JANE POWELL, FRIDAY, APRIL 28. PROMOTION MATERIALS
TIEING IN PEPSI THEME IN PRODUCTION AND AVAILABLE
IMMEDIATELY. HOW MANY DISPLAY UNITS CAN YOU USE?

PHILIP HINERFELD, PEPSI-COLA COMPANY, NY

Class of Service
This is a fast message
which is delivered within
minutes of the time of origin.

**WESTERN UNION
TELEGRAM**

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OK in Three Hours
OK in Four Hours
OK in Five Hours
OK in Six Hours
OK in Seven Hours
OK in Eight Hours
OK in Nine Hours
OK in Ten Hours
OK in Eleven Hours
OK in Twelve Hours

The time shown in the first line on domestic telegrams is LOCAL TIME at point of origin. Time of receipt is LOCAL TIME at point of destination.

PHILIP HINERFELD
PEPSI-COLA CO.—NEW YORK CITY

REQUIRE TOTAL OF 75 SPECIAL "YOUNG AT HEART" DISPLAY
UNITS AS SOON AS POSSIBLE. HAVE ALREADY ARRANGED TIE-IN
PROMOTIONS IN 53 SUPERMARKETS. EXPECT MORE TO FOLLOW.

JAMES GOODING, JR., PEPSI-COLA BOTTLING CO.—DENVER



SPECTACULAR PROMOTION? Say it in a spectacular way as Pepsi did to 530 bottlers... by telegram! People respond to telegrams. Result? Things happen fast. When busy companies use accurate, action-getting telegrams, they save time and money. Good reasons for you to wire for action!

Western Union...for action!

To the man responsible for sales success:

INCENTIVE MERCHANDISING IS ONE OF YOUR MOST EFFECTIVE TOOLS!

Premiums can help you:

- Win sales in a new market or territory
- Offset price competition
- Introduce a new product or package
- Increase the unit of sale
- Stimulate salesmen's enthusiasm
- Arouse dealer interest
- Secure better display
- Spark special events
- Create consumer traffic
- Speed up sale of slow items
- Increase repeat sales
- Obtain new prospects
- Open new accounts

Why glassware is the perfect premium:

Nothing else has the *universal appeal* of glassware. It combines glamour with utility. It induces pride of ownership, and it has an inexhaustible appeal. Glassware premiums stay in use as constant reminders of your product or service.

Glassware is one of the most *versatile* incentive choices. Glassware premiums can be supplied in prices ranging from four cents per unit to boxed sets costing up to \$12.00; personalized or plain; in sets or as singles. Glassware is perfectly adaptable to free point-of-sale gifts, self-liquidators, coupon redemptions, continuity promotions, accumulated register tape deals, dealer premium offers, salesmen's incentives, and many more.

Best of all, glassware premiums are always *low-cost*, no matter how much you decide to spend. Compare, and you'll agree: no other merchandise can look so impressive or offer so much utility and eye-appeal at such a low per-unit cost. *Glassware offers you the greatest value for your promotional budget.*

Take Glass Ovenware, For Example. Recognized by home economists and housewives for its quicker-heating, even-baking and easy-cleaning qualities, this double-duty ovenware goes smartly to the table. Anchor Hocking's world-famous "Fire-King" offers you a broad choice of patterns and colors, with four complete lines. Yet it is economically priced and guaranteed for two years against oven breakage. Here are all the ingredients for successful promotions: quality with popular acceptance; down-to-earth prices; eye appeal; utility and diversity... 72 open stock pieces, plus 18 boxed sets... pieces and prices suited to varied promotional budgets and objectives.

Why Anchor Hocking is the perfect source for glassware:

Nowhere can you find a more complete, more beautiful, more versatile or less expensive line of household glassware than that produced by Anchor Hocking.

With more than fifty years of experience as leaders in the field, Anchor Hocking's Tableware Division now produces over 2,000 items of household and related glassware. The line includes every kind of utility and decorative glassware for home use and hundreds of specialty and novelty items. In addition, Anchor Hocking's hand-cut

and specially decorated glassware can be custom-produced to meet your specialized needs.

Anchor Hocking has been supplying incentive programs for many years. We know how premium plans work, and when they should be used. We've supplied premiums for every type of promotion and are constantly working on new approaches. We have countless case histories to show you what others have done—and the ability to help you devise your own potent, profit-building promotion!

CRYSTAL Sparkling clear
ovenware — 35 ever-useful pieces in open
stock, plus 5 boxed sets.



ANCHORWHITE Lustrous
milk-white ovenware — 18 versatile pieces in
open stock, plus 5 boxed sets.



COPPER-TINT Rich, permanent
copper-tint outside, milk-white inside — 17 different
open stock pieces, plus 3 boxed sets.



PRIMROSE Colorful, permanent Primrose
design decorates this milk-white ovenware — 12 pieces
in open stock, plus 5 boxed sets.



ANCHORGLASS PREMIUMS

make you money...

make you friends

Anchor Hocking Glass Corporation
Lancaster, Ohio

ANCHOR HOCKING GLASS CORPORATION

Premium Department • Lancaster, Ohio

We are interested in learning how a glassware promotion can help
us and would like to discuss this in detail with you.

NAME _____

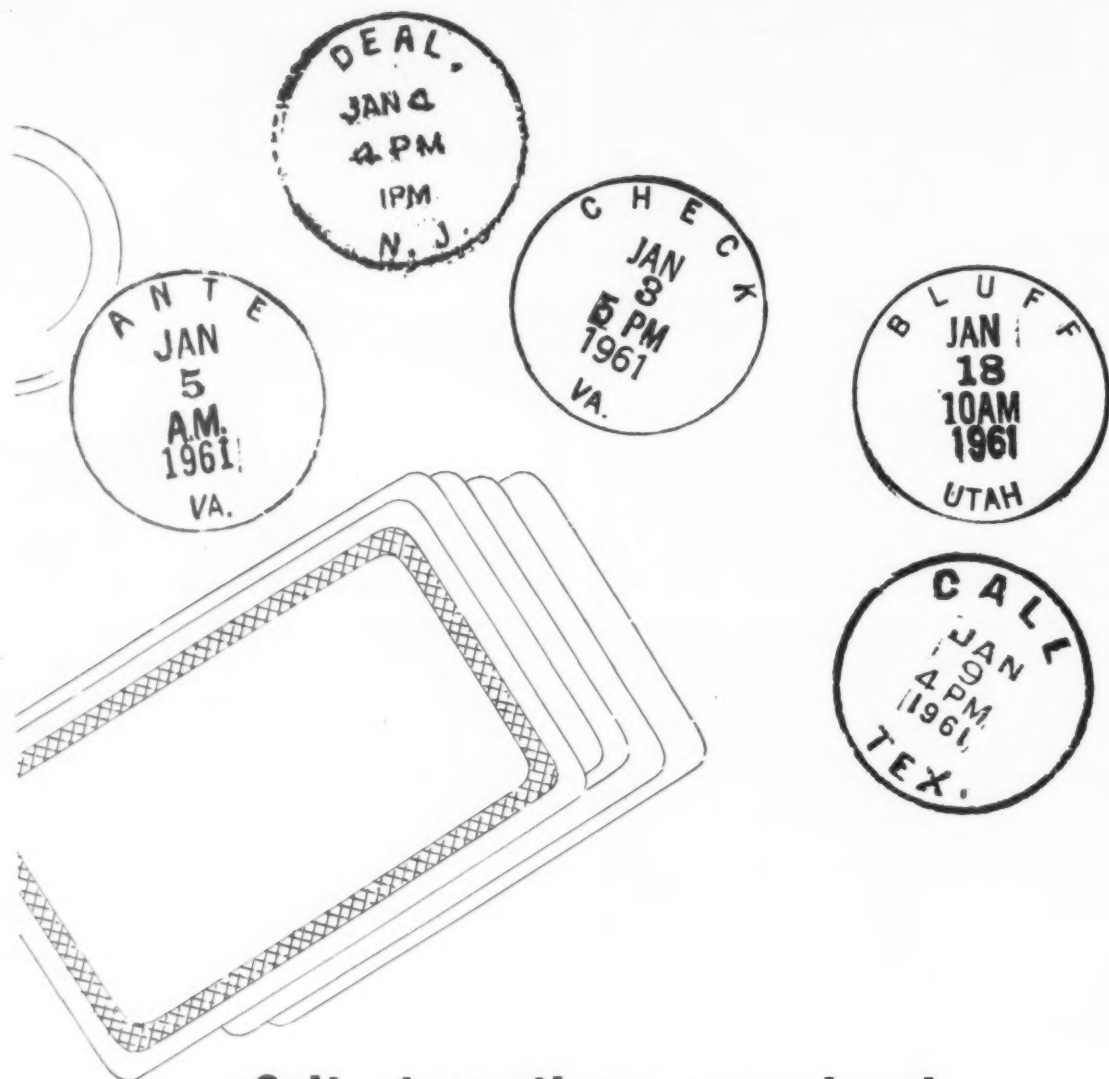
COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

SM-4-61

The postmarks are actual reproductions



Grit strengthens your hand in 16,000 small towns

We'll lay our cards right on the table: if you are a national advertiser and are relying on the big mass magazines to cover your market . . . you need Grit.

Why? Because the major mass magazines circulate primarily in big cities . . . give you relatively sparse coverage in hard-to-reach small towns. Grit adds a concentrated solution of small-town readership . . . to help provide *balanced national coverage*. A majority of Grit's 850,000 families live in towns of 2500 or fewer . . . a bare tenth of 1% in cities of 1,000,000 or more.

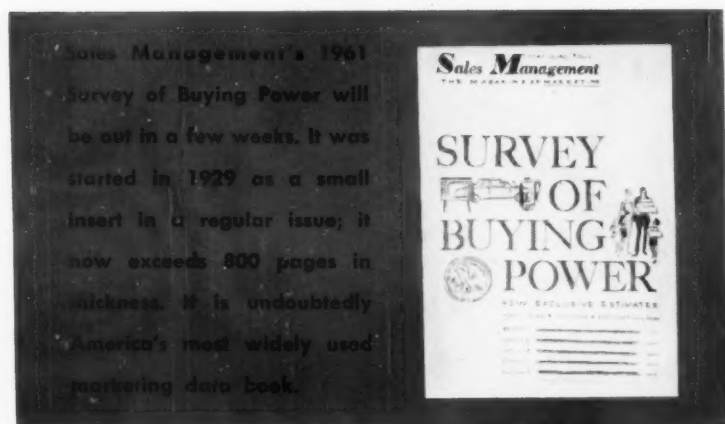
Moreover, Grit maintains an 80-20 editorial-to-advertising ratio . . . which assures your ads of high visibility. And Grit is edited by people with small-town backgrounds, people who understand small-town needs and interests . . . your assurance of a vital editorial atmosphere.

And the cost is low. In fact, you can reach Grit's 16,000 small towns with a big-space campaign for about \$2 per town per year! Small wonder so many blue-chip advertisers—firms with millions invested in major mass media—keep Grit on their schedules. May we deal you in?



Grit Publishing Company, Williamsport, Pa.
Represented by Newspaper Marketing Associates

Bringing The Census Up-to-Date



Last year more than \$200 billion worth of goods and services were sold in this country by companies using Sales Management's annual Survey of Buying Power for setting sales quotas, establishing sales territories and allocating advertising expenditures. On May 10, 1961, Sales Management will publish the 32nd issue of this widely used marketing reference source.

The Survey of Buying Power constitutes an up-dated "census," offering annual estimates of population, income, retail sales, plus two dozen related factors for over 5,000 counties and cities in the U. S. and Canada. This year, indications are that recession pressures are stepping up emphasis on the use of the Survey for a still more scientific approach to marketing.

The 30,000 sales managers and sales executives using the Survey for plotting their marketing strategies cannot help but have a profound influence on the health and direction of our national economy. The Survey, in many respects, has been a "bible,"

a right hand, a telescope and a microscope for all who have a need for measuring and evaluating consumer markets.

Every issue of it published since 1929 has gone out of print in the year of publication and has become a collector's item. (The Sales Management library, with only one complete set, has been offered as much as \$50 per copy for back issues.) The Survey is created annually by a separate staff headed by Dr. Jay M. Gould. The group, a division of Bill Brothers Publications, goes under the name of Market Statistics and also functions as economic consultants to Sales Management and business in general.

Dr. Gould, who has supervised the past 14 Surveys of Buying Power, is considered one of the nation's leading authorities on the setting of sales quotas, the analysis of market shares and related problems of regional analysis, in large part as a direct result of his work on the Survey. The SBP embodies in each issue the fruits of over 6 million calculations, most of which are issued in no more than the

equivalent of two or three hours of running time on the giant IBM 704 and the Remington Rand Univac. However, preceding this brief moment of creation lies a full year of painstaking efforts on the part of the 5-man staff of Market Statistics, under the supervision of Alfred Hong. These statisticians pore over mountains of reports on sales tax collections, employment, earnings, bank debits, population claims, building permit records and assorted other data which support the inferences that come out of separate economic analyses.

So great is the weight attached to the estimates of population, income and retail sales that come out of this work that Dr. Gould is often asked why so important a function is left to a private agency with limited resources.

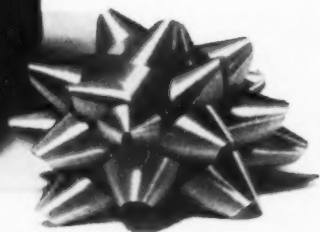
"The Census Bureau," says Dr. Gould, "cannot afford to make any statistical inferences, no matter how well grounded, unless it can point to supporting field surveys. The Government makes this stipulation because it realizes the terrific importance that would be attached to any intercensal estimates. On the other hand, a private agency, if it has no ax to grind, can afford to make an honest mistake, without the fear of an irate congressman's demanding blood for an under-rated area. I think the Census Bureau, which keeps dog-eared copies of the Survey of Buying Power on hand to answer queries on current local statistics, is often quite happy to pass the buck to us."

The accuracy obtained by the Survey of Buying Power in anticipating Census results has in recent years been quite remarkable. The Survey publishes annual estimates in May for the preceding year; Census results for the year in question generally lag about eighteen months. Here are the comparisons for the last three years in which the Census of Business was taken:

	Retail Sales (in billions of dollars)	
	Survey Estimate	Census Estimate
1948	130.6	130.5
1954	170.0	170.0
1958	200.8	200.0

The margin of error is naturally smallest for large areas. The over-all error in estimating retail sales total for counties runs about 1% per year, the cumulated error increasing with the number of years over which the projection extends. Estimates of population and income, being inherently more stable than sales, have somewhat smaller margins of error. ♦

How many of
these promotional
ideas could you
use this year?



The magic of SASHEEN's customer appeal as employed by Hiram Walker Inc. for their fast-selling line of gift-wrapped packages.



FREE!

While you're thinking, jot down your promotional ideas on how to use SASHEEN Ribbon Bows. We'll send you (or your wife) a pretty gift kit of 6 colorful SASHEEN bows—ready-to-go for gift wrapping.

Cast your eye over idea-row at the right . . . and ponder a bit. Where do bows fit into your business? Perhaps in many promotional ways—especially when you know it's easier done than said with SASHEEN® Brand Ribbon. With one of the economical 3M Bow Maker machines you can mass-produce your own bows . . . as many as 300 per hour . . . at just the turn of a handle. Or you can buy pre-made SASHEEN bows in any desired size and quantity. Either way, the promotion possibilities are unlimited . . . and so are the profits.

WRITE TO: Retail Tape and Gift Wrap Division, 3M Company, Dept. GBA-41, St. Paul 6, Minn.

Please have your representative call—

I am interested in:

☐ Information on bow making machinery ☐ Facts on pre-made bows

NAME _____ FIRM NAME _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

"SASHEEN" is a registered trademark of 3M Co., St. Paul 6, Minn. Export: 99 Park Ave., N. Y. Canada: London, Ontario. © 1961 3M Co.

MINNESOTA MINING AND MANUFACTURING COMPANY
... WHERE RESEARCH IS THE KEY TO TOMORROW





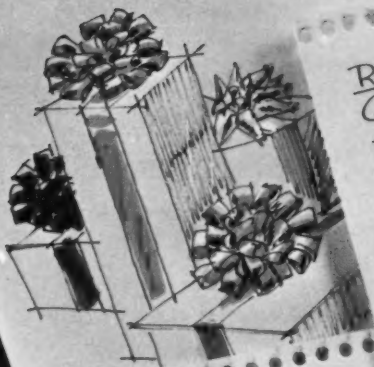
"Sasheen" bows
make unusual
package premiums



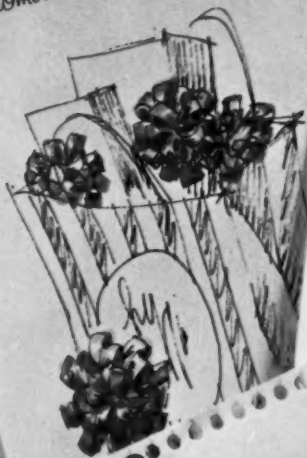
Small appliance premium?
Decorate appliances with
"Sasheen" bows



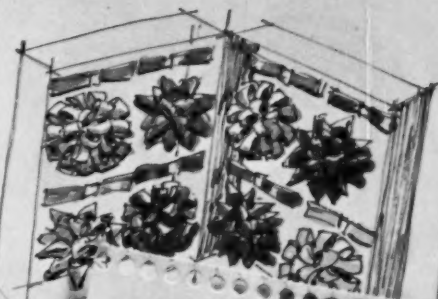
Pre-gift-wrap
for any seasonal
gift-giving time



Retail profit maker
Give a bow away with every item
the customer carries home!



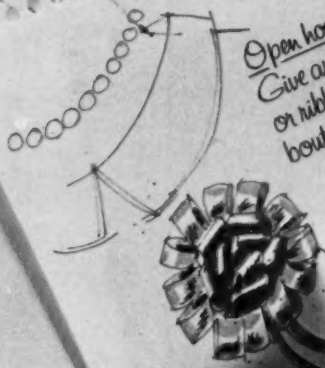
Write-in premium?
Make it a bit of
"Sasheen" bows



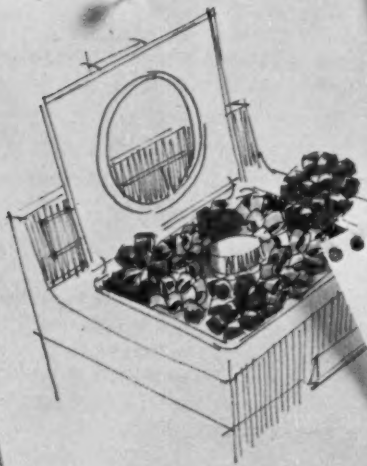
Color promotion?
Glamorize with
matching color
"Sasheen" bows

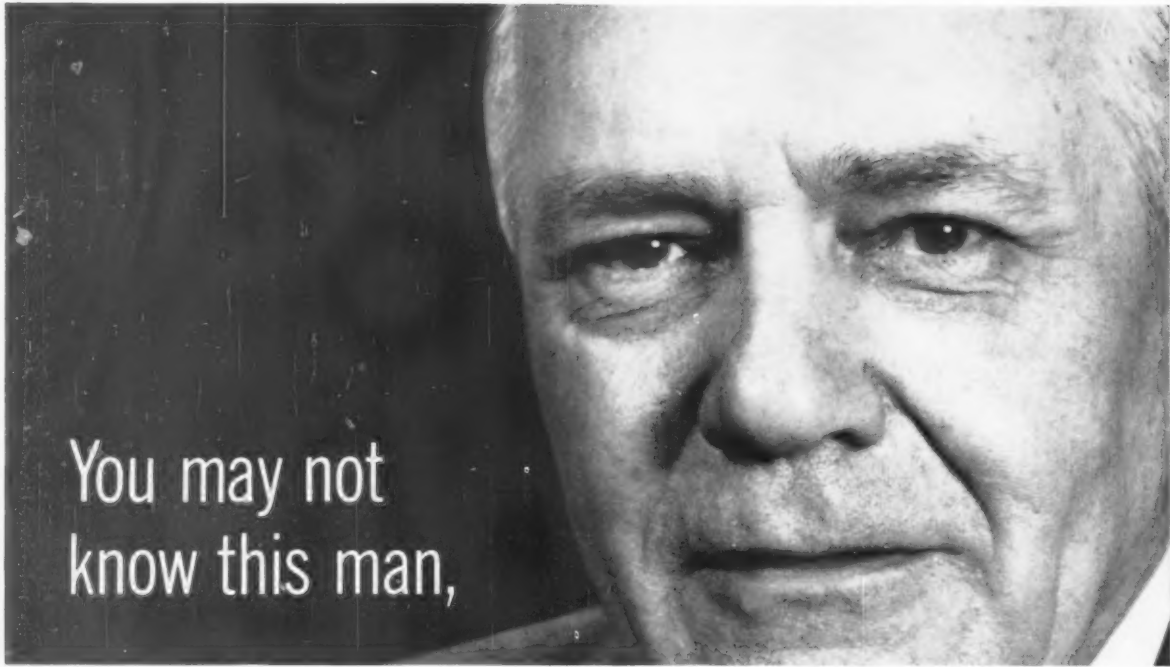


Open house?
Give away a bow
or ribbon
boutonniere



Fill major appliances
with bows to merchandise
dramatically as Christmas gifts





You may not
know this man,

but he knows plenty
about your prospects

HE KNOWS —

Who your prospects are
Where they are located
What types of establishment
they operate
How much they're prepared to buy
What their credit rating is
Who makes the buying decisions
What they are looking for, exactly
How they like your line
What competitive products are
being considered
When they'll place the next order
Who is most likely to get the business

He knows because he distributes
products like yours
in the volume feeding market

Here's how you can help him
sell more of your product

He and his salesmen know the local market, call regularly on *all* volume feeding prospects — not only restaurants, but also hospitals, schools, hotels, clubs, business concerns that provide eating facilities for employees...

But these salesmen can sell *more* of your product when you back up their personal calls with informative advertising. Reason is each salesman handles hundreds of products, cannot know all the sales points of all of them.

When you back up these front-line salesmen with advertising you create an interest in your product among their customers. You "prime" the sale, put distributor salesmen in a better position to come away with the order.

When you place that advertising in **VOLUME FEEDING MANAGEMENT** you are reaching the very people distributor salesmen call on, and you get two-way balance: (1) coverage of each type of volume feeding establishment; and (2) coverage of each section of the country.

Volume Feeding Management

205 East 42nd Street, New York 17, N. Y.

a Conover-Mast publication NAFEM IFMA IFMA

HOW TEXACO SELLS GREASE TO BIG WHEELS

Directing a sales story to industrial management's cost consciousness, Texaco's strategy doesn't sell oil and grease; it sells the cost-cutting potential of efficient lubricating practices.

Current marketing strategy at Texaco Inc. appears to be a timely move to take advantage of industrial management's concern over the profit squeeze. It attracts customers with a "Stop Loss" program that doesn't sell a product as such, but emphasizes management's responsibility to cut unnecessary maintenance costs.

"Stop Loss" is probably one of the finest examples around of modern marketing principles applied in an industrial field. It is a complete integration of advertising and selling activities. It is directed at an audience whose opinions count most, and it promotes the benefits of a product instead of the product itself.

But the program is not the result of a recent brainstorm. It represents the evolution of an idea first expressed in a 1958 Texaco ad—"Lubrication is a management responsibility." Today it is a philosophy of selling so pervasive that it affects the company's entire industrial division from top brass down to field salesmen. And more important, it has had tangible effects—measured in sales volume—on customers' thinking about lubrication.

► "Stop Loss" enables Texaco's salesmen to sell the bosses among its industrial customers, and selling grease to an executive is no mean accomplishment. To do this, the program first establishes the importance of lubrication as a cost-cutting factor. The company shows that while most lubrication costs run only a quarter of one percent of total operating costs, machinery failure due to improper lubrication can, and frequently does, cause disproportionately high losses.

Maintenance costs run anywhere from 5% to 10% of total operating costs, and Texaco studies show that a 10% savings in maintenance can

(continued on page 70)



HERE ARE THE TOOLS THAT CAN HELP YOU

INCREASE YOUR NET PROFITS

Texaco's new "Stop Loss" program is designed to cut maintenance costs by modernizing lubrication practices. If yours is an average plant, the results can add 4 per cent to your net profit.

Even if your plant is an efficient operation, it is still virtually certain that there is an opportunity for cost control you are overlooking—either partially or completely. Here's what the Small Business Administration says in a recent publication:

Suppose there is an average plant which sells \$1,000,000 worth of goods per year. The net profit of this average company would be \$23,400 and the maintenance cost would be \$20,900. Now, suppose that by better lubrication, maintenance costs are reduced 10%, or \$2,090, the \$2,090 will go directly into profit—an increase of 4%.

A Texaco "Stop Loss" Program is designed for you. Texaco has developed a program specifically designed to help cut your maintenance costs by better lubrication practices. It will help you increase machine life, maintain down time, reduce lube inventory, even cut purchasing costs. And the savings you make go directly into profits.

BY AS MUCH AS 4 PER CENT!

Can your plant pass this test? If the answer is "no" to any of the following questions, it is almost certain that a Texaco "Stop Loss" Program can improve your profit picture.

1. Is there a central source of responsibility in your plant for all lubrication? Yes ☐ No ☐
2. Can your machine operators devote all their time to production without worrying about lubrication? Yes ☐ No ☐
3. Is there any system for making sure that equipment gets lubricated at the right spots at the right time? Yes ☐ No ☐
4. Have you had a lubrication study made to eliminate costly duplication of lubricants? Yes ☐ No ☐

5. Are your sales qualified men with knowledge of machine lubrication? Yes ☐ No ☐

See for yourself how "Stop Loss" works! Texaco has just released a new color and sound movie to demonstrate the benefits of good lubrication practices. It's called "Stop Loss through Organized Lubrication" and we think it would be valuable to you to see it. For a showing request plant visit, mail in the coupon today!

Texaco Inc., 135 East 42nd Street, New York 17, N. Y.

MAKE YOUR RESERVATION TODAY! TEXACO INC., Dept. T-160 135 East 42nd Street New York 17, New York

I would like to see "Stop Loss Through Organized Lubrication." Please call to arrange a showing in my plant.

Name Title
Firm
Address
City State



SELL SYSTEM, NOT GREASE—Ads to business executives show just what "Stop Loss" program includes—films, charts, booklets.

The LARGEST MARKET BETWEEN SPOKANE and MINNEAPOLIS



...includes this NEW Standard Metro Area

- ✓ Check your sales in Fargo-Moorhead, still 1st in the U.S. in retail sales per household (and with 99% coverage by The Fargo Forum).
- ✓ Check your coverage in these 21 North Dakota and western Minnesota counties—one of the Northwest's richest markets (307,024 people, \$394,528,000 in retail sales, and over 3 out of 5 families read The Fargo Forum).
- ✓ Double-check these 21 counties in 2 states—only one market, solidly sold by only one newspaper—
The Fargo Forum.

THE FARGO FORUM Moorhead News

Largest circulation in North
Dakota and western Minnesota
Represented by Kelly-Smith Company

"PRECISION" SALES FORECASTING

In November, 1959, Automac Machinery and Tools Co. set its sights on sales potential for 1960 and early 1961. Sales Manager Roy Allen charted sales reports for past years, correlated them with representatives' forecasts, and produced a figure indicating increased volume of their current line in all districts.

Allen's report led Top Management to a firm decision: the factory hired more men, the advertising department expanded plans, the treasurer borrowed more money, and the president started talking of a very big year.

What happened in 1960 and early 1961 to clog this campaign could have been forecast, but wasn't. Business conditions led several of Automac's largest customers to cut back suddenly their intended purchases, and Automac was forced to revise its plans drastically with a loss of time, men, supplies, and money.

There's a way to align your next moves precisely with the future picture; rely on our professional forecasting techniques. Plant expenditures, personnel, raw materials, sales territory analysis—all fit into our individualized analysis and estimate program. Case histories are available. Send for further details.

J. CARVEL LANGE, Inc.

Subsidiary of
Industrial Commodity Corporation—28th Year

OXford 7-1262
122 E. 42nd St., New York, N. Y.

increase profits by as much as 4%. Texaco emphasizes lubrication's part in reducing machine down-time for non-scheduled maintenance and repair work.

Confronted with this picture, customer management is quick to acknowledge the importance of the delegation of lubrication responsibility. And with regard to this point, Texaco makes some strong recommendations.

In booklets and films the company suggests that the position of the old factory "oiler" be upgraded. The proper execution of his job involves considerable sums of money in terms of potential down-time due to improper lubrication, holds Texaco; therefore, he should be a capable and responsible person. The company recommends that he be a high school graduate, that he receive special training in his job, and that his salary be increased. Texaco proposes the new title, "lubricator," for him, and even undertakes to help train him.

Texaco's salesmen also offer to set up an organized lubrication schedule, complete with equipment cards, central control file, route maps, lubrication calendars, and daily lubrication record sheets. If need be, Texaco lubrication engineers can be called in to completely reorganize a customer's present schedule.

All the way down the line the benefits are sold and no mention is made of the product. Management was never interested in grease.

► Texaco first decided to do something about executive apathy toward its product in 1958. That year the company split its advertising budget, assigning consumer advertising to Cunningham & Walsh, Inc., and industrial advertising to G. M. Basford Co. The first thing Texaco did with the new industrial agency was authorize a series of surveys on industrial products and their sales. The surveys also did some checking on industrial management's attitudes about lubrication and found that the executives couldn't care less about oiling machinery.

Texaco regarded top brass among potential customers as the most important people to sell. Selling to purchasing agents meant selling a different product for each lubrication function, with a different manager to call on for each function; selling management, however, could mean selling the entire plant in one sitting.

Since the product itself created little excitement, Texaco had to sell the basic function it performed. This called for a redesign of its ad pro-

gram; so out went the traditional product orientation and in came a market-oriented program.

Texaco is active in 13 different markets from lumber and marine motors to machine manufacturing, but for purposes of the new campaign they were broadly defined as two: manufacturing and transportation. Publications aimed at top-level management in these broad fields were included in the advertising schedule.

Since 1958 was a year of concern over cost control, the theme was simple: "Lubrication is a major factor in cost control." Ads stated that many production dollars went down the drain because of poor lubrication practices, and one way to stop them was shown in Texaco's free booklet, "Organized Lubrication . . . Major Cost Control Factor." A tear-off coupon went along with the ad so readers could write in for the booklet.

► The results were startling. Requests for the booklet came flooding in, and the advertising department estimates roughly 80% of them came from top management. The first printing of the booklet ran to 20,000 copies and the second printing to about 5,000. One automatic machinery manufacturer was so impressed with the campaign theme that he requested 1,000 reprints of the ad. He wanted to send them to his customers to back up what he'd been telling them all along about the importance of proper lubrication.

The cost-cutting theme was opening executive doors for Texaco's salesmen. They had always tried to sell management, but in the past their sales stories fell on deaf ears. For the first time, the higher-ups among their customers were eager to see them to find out what this "Organized Lubrication" was all about. It wasn't long before salesmen started barraging the home office with requests for something concrete to show their customers to help them implement organized lubrication schedules at their plants.

Texaco has played up Organized Lubrication, but it had always assumed that the individual plants would see to the mechanics and implementation of it. Now the salesmen raised such a clamor that the company got to work on charts, lubrication calendars and similar material. A film was made for industrial management further dramatizing the cost-cutting potentials in properly organized lubrication schedules.

Salesmen became as excited about the development of the program as Texaco management. One salesman wrote enthusiastically about the film, "... it was certainly worthwhile

**Your customers
everywhere use...**

**new equipment and
materials ideas...**

**Construction Equipment
squeezes from big projects**

**Insulate concrete forms
to pour at 20 deg F**

Give your engines new life

**Crane-swung drills
anchor high rock face
swiftly - safely**

*Note how articles in Construction Equipment
feature specific ideas—useful everywhere*

Tell a construction man how to engineer and build a \$50,000,000 dam—and he doesn't give a hoot! Odds run 1,000 to 1 he never builds complete dams.

But when CONSTRUCTION EQUIPMENT extracts single ideas—like how to stretch engine life, drill rock faster, speed concrete forming—that's different. Now we've got his full attention. We're giving your customer ideas he can use right away on his own projects.

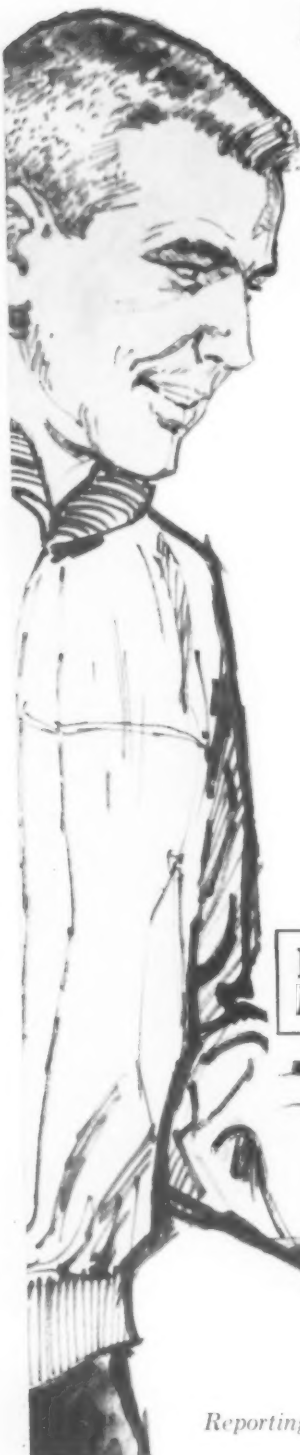
Your advertisements do the very same thing. You talk owner benefits the way CONSTRUCTION EQUIPMENT talks reader benefits. **It pays to advertise where your customers expect to find solutions to their work problems.**



**Construction
Equipment** N B P
G P A
MAGAZINE

205 East 42nd Street, New York 17
A CONOVER-MAST PUBLICATION

This **SERVICE** magazine has a way with a **MAN**



You start getting next to a man when you talk his language, and **POPULAR MECHANICS** is edited to do just that. That's why, when it comes to such interests as his car, his boat, his home workshop, even his job, a man just naturally turns to PM for ideas on what to do, what to buy—and why.

POPULAR MECHANICS gets a friendly welcome from over five million men each month. That welcome extends to your product message when it is in the service magazine for men.

**POPULAR
MECHANICS**

A HEARST MAGAZINE

Reporting the mechanics of modern living

for us. I've had access to more people in one hour with the film than in my six years of solicitation."

This film has developed into the strongest sales tool yet the softest-sell element in the program. It runs for about 35 minutes, and not once during the presentation is the name Texaco mentioned. The company is referred to throughout as "the supplier," and while Texaco products do appear in the film, fully 25 minutes of footage rolls by before they do.

► Texaco knows a good thing when it has it, and this program — which seemed almost to be growing by itself — was certainly a good thing. Last July the company added a few refinements, wrapped it up into a neat package and dubbed it the "Stop Loss" program.

A kit was designed for salesmen, containing mailing pieces, proposals for lubricating schedules, time tables and other promotional material. Some films were added, and the men were given a one-day seminar on film programming methods: where to show it, how to stimulate discussion after a film, the atmosphere most conducive to discussion, and so on. Salesmen are kept posted with bi-monthly reports on the advertising program.

The latest refinement of the "Stop Loss" program will be added next month when Lubricator Training strips are made available. These are several short film strips designed to be shown to lubricators and to factory personnel delegated by customer management to the responsibility of lubricating plant machinery. They stress the importance of the lubricator's function, and instruct him in lubricating techniques and schedules.

There's no question but that the market, rather than product, orientation and a benefits approach to advertising are at Texaco to stay. There will be occasions when a product-oriented campaign will be used. Such promotions are needed for highly specialized-use products such as aviation turbine oil and relatively new products such as Cleartex cutting oil, but cost-cutting is still the selling theme.

The Cleartex campaign is an excellent case in point, and one of the best reasons Texaco has for sticking to the benefits approach. Cleartex is a dual-purpose lubricating-cutting oil introduced in 1958. It was the first to stress cost-cutting as a theme and became a test case for the idea. It passed the test with flying colors, adding 700,000 gallons worth of new business to Texaco's volume.

A better argument for the benefits approach is difficult to find. ♦ CJS

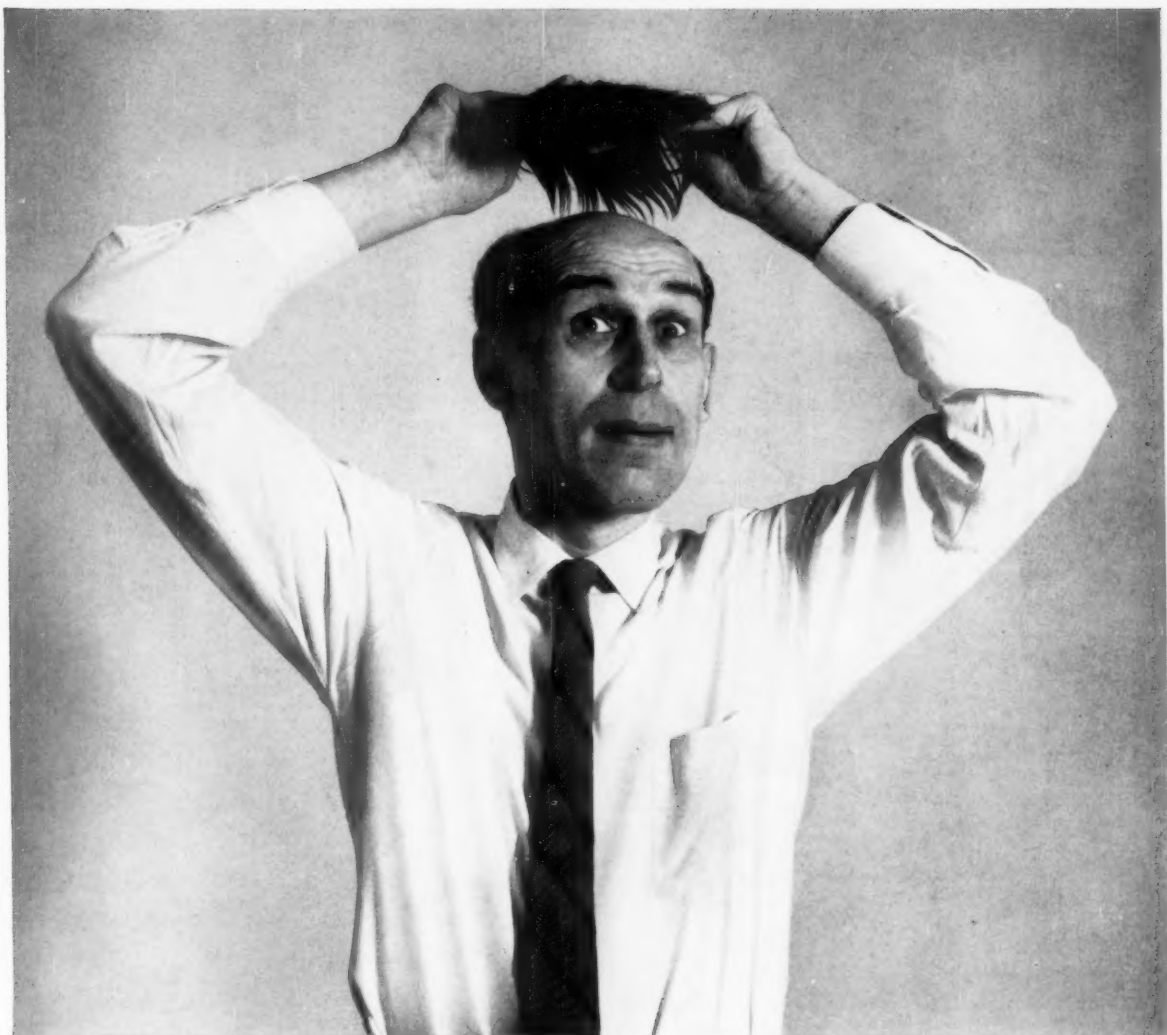


PHOTO BY CORRY

Concentrated **COVERAGE** where it counts...

Effective coverage, concentrated where you need it, pays big dividends in the field of marketing as well as in your general appearance.

When it's coverage in the right places that you need to improve sales of your product, concentrate a strong advertising campaign in New York, Chicago and Philadelphia through the use of the 3 top markets' dominant sales producer — **FIRST 3 MARKETS GROUP**.

In these most profitable markets, which account for 19% of total U. S. Effective Buying Income, the family coverage of General Magazines, Syndicated Sunday Sup-

plements, Radio and TV thins out. Within the decisive markets of New York, Chicago and Philadelphia — where the struggle for national brand dominance can be won or lost — *there is no substitute* for **FIRST 3 MARKETS'** solid 54% **COVERAGE** of all families.

In addition, **FIRST 3's** "Sunday Punch" circulation of over 5½ million reaches over half the families in 1,137 cities and towns, which produce one fourth of total U. S. Retail Sales.

To make your advertising sell *more* where *more* is sold, Concentrate **COVERAGE** where it counts . . . with **FIRST 3 MARKETS GROUP**.

THE GROUP WITH THE SUNDAY PUNCH



New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 220 East 42nd Street, Murray Hill 7-4894 • CHICAGO 11, Ill., Tribune Tower, Superior 7-0043 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, Garfield 1-7946 • LOS ANGELES 5, Calif., 3400 Wilshire Boulevard, DUnkirk 5-3557

**THE
MAN
OF
"THE
HOUR"**



NOW MAN OF THE YEAR

The man, of course, is Arthur Godfrey—showman, salesman, American.

“The hour” is Arthur Godfrey Time, week-day mornings on the CBS Radio Network.

Radio’s Man of the Year is the title that was recently voted him by 358 Radio and Television critics and columnists in the 19th Annual Radio TV Daily All-American Poll.

And three days after this was announced, he received a Special Leadership Award from the Freedoms Foundation at Valley Forge. Dr. Kenneth Wells, President of the Foundation, presented a George Washington Medal and an Honor Plaque to Arthur Godfrey for his “personal patriotism and unbounded faith in our constitutional republic; for his joyous spirit of responsible citizenship; for his robust articulation of the highest ideals of God and country.”

Such honors point up what advertisers and audiences already know. Arthur Godfrey uniquely combines stature and showmanship. And that’s why his program scores so high in listenership and why advertisers keep discovering new rewards in having this great salesman on their sales force....

Arthur Godfrey on **THE CBS
RADIO
NETWORK**



Economy between stop lights plus performance between states!

(Pontiac's Tempest is America's smartest fleet car buy)

Tempest only acts like a compact when you're squeezing into a tight parking spot . . . filling up with *regular* gas . . . threading your way through city traffic.

Put it on the highway—it's a different car. The high-performance, 4-cylinder engine is built for long, hard travel (h.p. range from 110 to 155). Steep hills and fast-moving throughway traffic are Tempest meat.

Check the line-up of features that makes Pontiac's Tempest a great over-the-road car: Rear transmission (puts equal weight on every wheel). 112-inch wheel-base (longer than most compacts). 15-inch wheels (bigger than most cars—full-size or compact). Independent suspension at all four wheels (keeps the car level—cuts driver fatigue). Room (seats six—provides 27½ cubic feet of luggage space in the sedan).

There's another big pay-off on Tempest economy,

too. The Trophy 4 engine uses the same pistons, valves and connecting rod as the rugged Pontiac Trophy V-8. Pontiac mechanics know this engine inside-out. Cuts repair time and costs.

No matter how you figure it—city or cross-country—Tempest is made to order for fleet users. No wonder Tempest sales are continuing to grow.

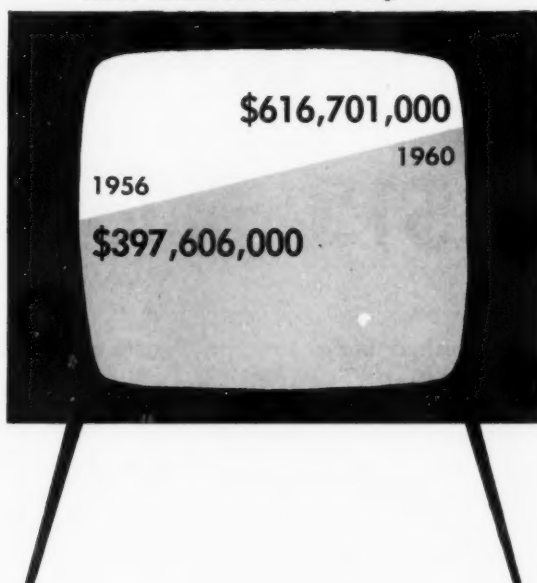
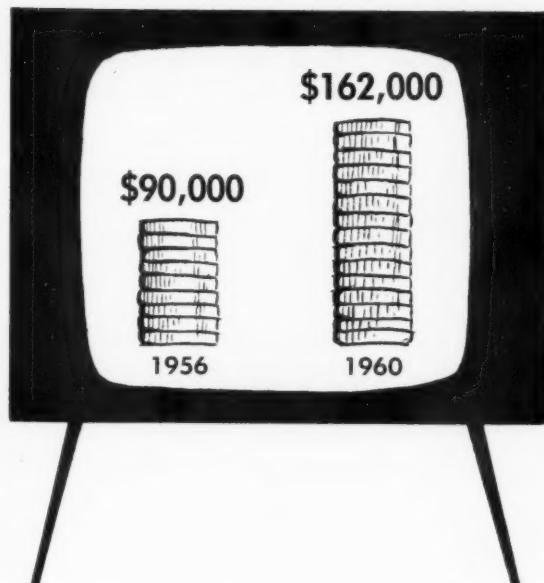
Check it out. Find out first-hand why Motor Trend Magazine picked it over all 27 other competitive cars as Car of the Year. Get the facts from your Pontiac dealer. Or write Fleet Sales Department, Pontiac Motor Division, Pontiac 11, Michigan.

TEMPEST THE ECONOMY FLEET CAR
WITH PONTIAC PRESTIGE

Average spot TV advertiser boosted his budget by 80% in past five years . . .

. . . to boom total spending in spot TV by more than 50%

Source: Television Bureau of Advertising, Inc.



Bigger Budgets Boom Spot TV

National and regional marketers continue to make substantial boosts in their investments in spot television.

The average spot TV advertiser has increased his budget by almost 80% in the past five years—from \$90,000 in 1956 to \$162,000 in 1960. Total investment in this medium has spurted more than 50%—from \$398 million in 1956 to \$617 million last year.

This rapid growth strictly represents bigger ad budgets, not more advertisers. The number of spot advertisers has dropped from the 4,000 level in 1956 to about 3,800 last year. The advertisers that dropped out were generally among those spending under \$20,000 a year. On the other hand, the number of million-dollar spot advertisers jumped from 81 companies in 1956 to 125 in 1960.

This profile of marketers' use of spot TV is drawn from the fifth annual report of spot television expenditures compiled by the Television Bureau of Advertising and N. C. Rora-bauch.

► Behind the rising popularity of spot TV with major marketers is apparently an increased effort to inject new flexibility and versatility into

over-all advertising campaigns. Sometimes it represents an attempt to strengthen a healthy franchise in a particular local market; or to go after the entrenched leader, often a local product, in another market.

Marketers of food and grocery products are particularly fond of the medium and accounted for 26.7% of all spot dollars in 1960. Other leaders: cosmetics and toiletries—9.2%; ale, beer and wine—7.9%; drugs—7.6%; household laundry products—7.3%; tobacco products—5.8%; confections and soft drinks—5.5% and household cleaners—5.0%.

Several entire industries more than doubled their spot TV investments over the past five years. These aggressive marketers: the amusement and entertainment field; garden supplies; hotels and resorts; household cleaners, polishes and waxes; household laundry products; general household items; publications; and sporting goods.

More than 300 cosmetics brands were advertised on spot TV last year. Other leaders: 220 drug brands, 122 household laundry products, 53 household cleaners, and 36 cigarette brands.

The top brand on spot TV last year was Wrigley chewing gum, with an expenditure of \$7.8 million, compared to less than \$1 million in 1956.

Runner-up was Lestöil, down from a fantastic \$17.6 million in '59, but still spending \$7.1 million in spot TV.

Others in the top ten brands on spot TV are Maxwell House coffee, Kellogg cereals, Mr. Clean, Alka-Seltzer, Kent cigarettes, Ford, Yuban coffee, and Folger's coffee.

► Different types of marketing strategy show up in a close look at how two strong competitors will use TV spots. Sometimes the strategy will reflect a seasonal emphasis, or a preference for daytime versus nighttime spots.

For example, Lucky Strike spent 76% of its spot TV budget in the first six months of 1960, but Viceroy waited until the second half of the year to invest 60% of its budget. Even more strikingly, Texaco spent 83% of its spot TV budget in the second quarter of last year, while Standard Oil of Indiana spread its budget evenly among the four quarters.

Anacin put 93% of its budget in nighttime TV spots, but St. Joseph aspirin spent 92% in daytime. Another difference in strategy shows up in pet products, where Gravy Train dog food spent 97% on nighttime spots, against Pard's preference for daytime with 63%. ♦

Do-It-Yourselfers Hammer \$15-Billion Market

The finished playroom, the flagstone patio, the outdoor barbecue and even the swimming pool are now commonplace Americanisms—but chances are the owner did it himself. Once the butt of TV comedies, now he means \$15 billion in markets.

Whatever else men may do when they get home from the salt mines, they also use their "leisure time" for work.

These do-it-yourselfers find early, as soon as they make the first payment on their new nest, that theirs is

the continuing duty and gratification of feathering it. From painting walls and adding rooms, this broad family "hobby" reaches to making furniture and assembling Hi-Fi sets to go into them.

And since the outward appearance

of the Smiths' nest must be at least as attractive and modern as the Joneses', the feathering also involves a great deal of planting, pruning and pushing dirt around.

Then come such problems as the patio and the pool.

Today, across America, from the rockribbed coast of Maine to the shores of Waikiki, the combined man-and woman-hours devoted to such leisure pursuits reaches billions—every week. The money which the do-it-yourselfers spend every year for materials, machines and devices; for instruction kits, manuals and magazines, and for Band-Aids for bruised thumbs—to enlarge, embellish and add value to their 59 million housing units—might support the Defense Department. And each year a whole host of manufacturers, retailers and consultants are persuading them to spend more. This generation of course did not invent do-it-yourself. Our pioneer ancestors had to be handy, too. But because we want so many more things, and so many more are available, and because we have so much more collective income and time to devote to them, the Handy American Homeowner has exploded into a \$15-billion market.

If you don't like this estimate, pick another large sum.

► Home Improvement Council, New York, estimates that in 1961 the average American family will spend \$385 on home improvement. For every \$3 spent on new-home construction, we'll spend \$2 on the homes we already have. (A decade ago the ratio was ten to one in favor of new construction.) If all homes were to get all the modernizing they need, the cost would be \$1,327 a home, or about \$69 billion.

While improvements planned are less than one-fourth of the "need," many families are spending billions on changes and developments that they don't actually need in the house



LANDSCAPING—Week-end gardening represents millions of dollars to nurseries, hardware stores, variety stores and the manufacturers that supply them. This do-it-yourself market includes the new home owners as well as the hobbyists.

Out a

and yard. And a lot of surveys show that the great bulk of expenditures for both are on do-it-yourself projects.

National Retail Hardware Assn., Indianapolis, figures the do-it-yourself market at \$12 billion, and says that its member stores trace 37% of their sales to it. Hardware Age says that "seven of every ten gallons of paint are sold to do-it-yourselfers." (Good Housekeeping finds that 30% of this interior painting is done by husbands and wives together, and 22% by wives on their own.)

The New York Times reports sales of power tools as multiplying fivefold in ten years, to \$250 million: Some 13 million households now have home workshops, with nearly 12 million of them equipped with power tools. Owens-Corning Fiberglas says that 55% of families that treat themselves to screened porches or patios do the work themselves. Our yard-fixers pay \$400 million annually for power mowers.

The Associated Press recently reported "some optimists" as estimating that Americans this year "will spend a record \$21 billion on home improvements and repairs." This figure is almost as large as that for new house volume. For 1959 the Census reported the value of non-farm residential construction at \$22.3 billion.

Origin of 'Do-It-Yourself'

The new-and-enlarged version of do-it-yourselfing seems to have sprung from World War II: Those who stayed home faced a shortage of repair men. Those in the armed services learned new skills.

Then in the next 15 years the war and post-war brides and grooms acquired not only 20 million or more new homes but families to fit and then to outgrow them. Usually they bought on small down payments and always on large hopes. Some finished the new homes themselves. Those who bought old homes often faced even



GUTTER INSPECTION—The number of families that do their own repairs, painting and even installing new roofs continues to grow. Many of these projects are husband-and-wife endeavors. Surveys show togetherness is strong in painting and gardening, but plumbing and electrical work are left to men.



POWER TOOLS—Big sellers in the leisure market are power saws, planes, sanders, etc. Homemade cabinets, tables, bars, game-room furniture have been well within the capabilities of a large group of wood-working hobbyists. Related hobbies such as Hi-Fi and ceramics have kept tools humming.



INTERIOR PAINTING—Not a hobby but a broad "leisure" time activity. Better Homes & Gardens says 73% of paint buyers do the painting.

Leisure Market

continued

more do-it-yourself problems or opportunities. Meanwhile, hiring help became more and more expensive.

Another factor was that the bride-turned-mothers liked to have their men "handy" in their presence, too. Today's housewives not only spur their men but increasingly change do-it-yourself to do-it-ourselves, in a spirit of creative togetherness. As the children grow older their parents make sure that they pitch in.

All factors serving this tremendous market join to help these week-end amateurs do ever more, and more professional, jobs. They offer roll-on paint and attachable table legs; pre-mixed concrete and coatings for driveway and other repairs; liquid casein and now epoxy resin glues; easy-to-install plastic pipe for hot water lines; foam rubber sheets and pads for upholstery; roll-laminated, plastic-protected wood paneling and new solid wood panels.

In print and electronic advertising

media, in store demonstrations and do-it-yourself books, homeowners learn how to lay tile, install insulation, build a rumpus room and plant gladioli.

Thus, The New York Times notes, even in recession 1960 the combined sales volume of lumberyards, hardware stores and that big do-it-yourself emporium, Sears, Roebuck, increased 3½% from 1959.

Even Renters Renovate

Two decades ago the building materials industry was bemoaning the fact that, while almost every family even then owned a car, and some even two cars, most families did not own their homes. Today, however, two-thirds of families own homes, and a surprising proportion of the "renters" work in and on the places where they live.

A survey by Living for Young Homemakers showed that in one recent year 89% of reader-homeowners had undertaken do-it-yourself projects—spending an average \$138.50 on them. But four-fifths of non-homeowner readers at the same time were spending an average \$68 on work of their own to improve their rented homes or apartments.

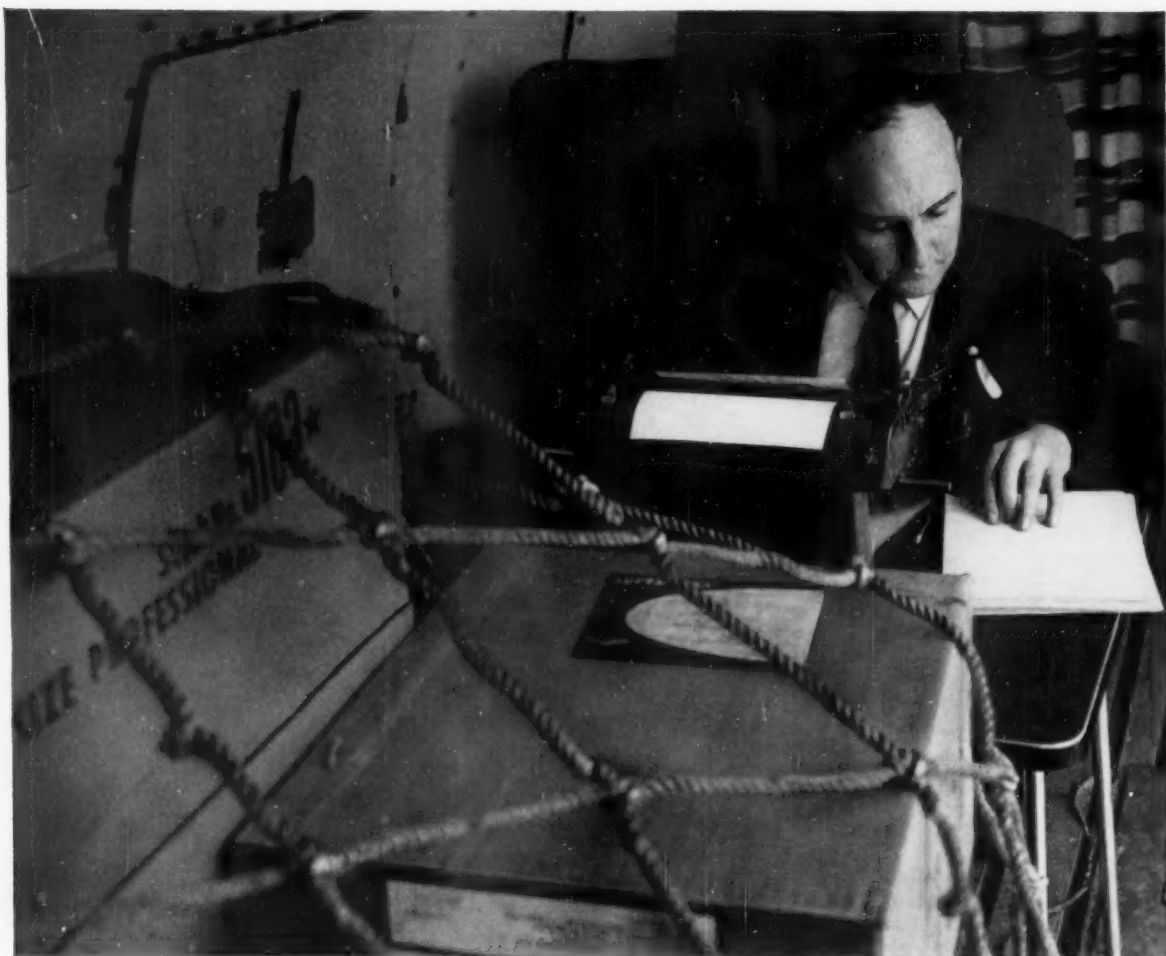
The magazine's summary of a long list of projects revealed that predominantly both groups did these jobs themselves. The principal ones for which homeowners hired contractors were roof insulation and new roofing. Three times as many renters did their own interior painting and papering as hired contractors, and two-and-a-half times as many preferred their own work to contractors' for outside painting.

A recent Good Housekeeping study notes that, whereas the wife has more to say about the color of the paint to be used, especially for interiors, the husband prevails in picking brands.

Another current survey by the same magazine shows that 39% of reader-families installed resilient flooring themselves—and that 87% of these were "satisfied" with their handiwork.

Better Homes & Gardens has sold millions of copies of its six "idea" books for creative and energetic homeowners. In its first decade, from 1951 to 1961, sales of BH&G's "Handyman's Book" totaled 1,267,293 copies.

The consistency of the do-it-yourself trend is dramatized by three Better Homes & Gardens reader studies covering a 9-year period. These studies, each covering three previous years, were made in 1954, 1957 and 1960. The proportions of family paint buyers who did their own interior painting were, respectively,



Only LUFTHANSA has a Cargo Attendant Flying with your Consignment



Here's how he saves you time and money!

Imagine your shipment clearing customs in 30 minutes or less after landing!

Shipped by Lufthansa, it will . . . at no extra charge. A Supercargo — exclusive with Lufthansa — processes waybills, transfers and other customs documents 20,000 feet over the Atlantic. On landing, customs clearance is almost immediate.

That's Lufthansa service — unique, efficient beyond expectation. Even before take-off, time is in your favor

when you use Lufthansa. No other overseas airline requires so short a close-out notice — only 1 hour and 15 minutes. Four hours is standard. And you won't miss connections from domestic airlines — Lufthansa picks up your shipment, makes sure it departs *on schedule*.

This refreshing kind of efficient, personal attention characterizes the entire Lufthansa Super Cargo Service — the fastest-growing today! More and more overseas shippers are taking advantage of it. For your next shipment to Europe, the Middle East or on to the Orient — call your cargo agent or Lufthansa.

SUPERCARGO Service

5 weekly all-cargo flights from New York. 14 weekly transatlantic nonstop Jet Cargo services from New York. Regular Jet Cargo services from Chicago and San Francisco.



LUFTHANSA

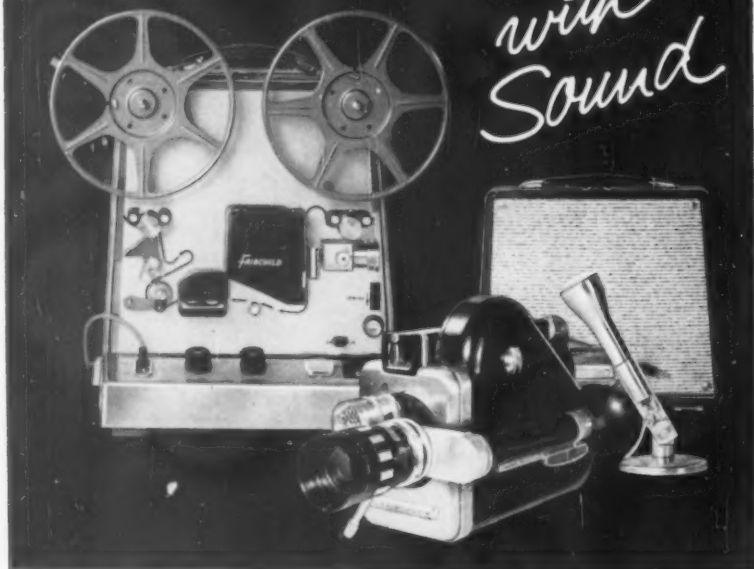
GERMAN AIRLINES

AIR CARGO DIVISION, 410 Park Ave., N.Y. 22, N.Y., PLaza 9-5522. Offices in principal cities of the U.S. and Canada.

Sales Management April 21, 1961 81

Fairchild 8mm Motion Pictures

*with
Sound*



A BRAND NEW WAY TO SELL

Here's a motion picture system that opens new opportunities for your sales force: Fairchild's Cinephonic 8 mm Sound Camera and Sound Projector. They now make it financially and physically feasible to put the excitement of color, action and sound into your salesman's presentations.

Many Uses: Other companies are already using this camera and projector for many kinds of lip-synchronized films, both color and black-and-white. Sales presentations. Equipment demonstrations. Trade shows. Training movies. Plant safety films. The list could go on and on—there are as many uses as there are ways of selling and information, teaching and training.

Low Cost: Just \$11 for color film to produce a 5-minute story. And the equipment: only \$508 for the camera and projector together.

Camera—Easy to Operate: Almost anyone in the sales or advertising departments can make good sound movies with the Fairchild Cinephonic Camera. It records sound directly onto a thin magnetic stripe on the film as you shoot the action. A built-in, rechargeable nickel cadmium battery powers the camera and its transistorized sound system. To work the camera, you simply set the volume level, aim and shoot. It's that simple.

Projector—Versatile, Simple: The projector has all the attributes of a modern tape recorder. With it, you can erase sound; or you can add sound over sound. For example, you can put your own commentary over previously recorded sounds, without erasing them. If the price of your product changes, you can change the sound track yourself.

The 400-ft. reel capacity lets you show your own 20-minute sales movie to as many as 50 prospects at a time.

Operation is simple. To thread, just follow the printed line on the projector. A simple lever synchronizes sound with action. Two speeds: 16 and 24 frames per second.

The projector weighs only 24 lbs., so it is easy to carry to your customer's office. It can become an integral part of the routine sales call.

Free Literature: For complete information on the Cinephonic 8 mm sound motion picture system, write to Dept. SM-4, address below.



**FAIRCHILD
CAMERA AND
INSTRUMENT
CORPORATION**

580 Midland Avenue
Yonkers, New York

INDUSTRIAL PRODUCTS DIVISION

74%, 72% and 73%. The family paint buyers doing their own exterior painting were 59%, 60% and 59%. Additional percentages did part of these jobs.

Meanwhile, the families who hung their own wallpaper rose from 48% in 1954 to 54% in 1957 and was 53% in 1960.

When farm families are added to non-farm families, the do-it-yourself ratio may rise even higher. Successful Farming found in a recent study that, when erecting new buildings or improving old ones, 68% buy the materials and "do own building, or build with help of family, hired hand or neighbors."

Two-thirds of these families apply their own roofing; 58% install their own insulation.

Among American Home reader families, 96.7% said they had done one or more do-it-yourself projects in the last year, and that 88.1% of these were husband-and-wife endeavors. Men participated least in needlework, gift-making and inside painting and wallpapering. Generally the women left to their men plumbing, carpentry, electrical work and outdoor building. Togetherness seems strongest in gardening, inside and outside painting, fixing and refinishing furniture and flooring.

The couples give a score of reasons why they pursue these hobbies. Most often mentioned are "improved appearance," "sense of accomplishment," "to save money," "adds to our enjoyment" and "relaxation."

Reasons given by those who don't do-it-themselves are mainly: "Have no time," "prefer professional help," "have no skill" and "not interested in such jobs." Presumably, this group also has the money with which to pay others for doing them.

National Retail Hardware Assn. reports that four-fifths of families in the \$4,000-to-\$9,999 income brackets go in for some do-it-yourself. Lowest ratios are among families in the \$2,000-\$2,999 bracket (63.9%) and those in the \$10,000-and-up group (60.1%).

Fixing Up the 'Big Old House'

Though the fix-it-and-build-it-yourself trend has grown fastest among younger families, and largely in the sprawling new suburbs, older couples, including the retired, get satisfaction and savings from it. And in both the cities and the more distant "country," newspapers and magazines recently have remarked on the rebirth of "the big old house."

One magazine features the experiences of families (usually big ones) in buying and renovating these struc-



"What gets me is the way they're always changing things in New York. They tear down buildings here that top companies back home would be fighting to get into."



New York is dissatisfaction with what is, faith in what will be. More new office space created here since the war than there is standing in Chicago. New York changes fast. To stay even, you have to grow fast. Advertisers grow in The New York Times. It serves New York with the most news... sells it with the most advertising. New York is The New York Times.

"SELL ME ON SUNDAY" SAYS BUFFALO "SATURDAY IS MY NIGHT OUT!"

Readers and advertisers alike prefer the Sunday Courier-Express to the "weekend" Saturday Evening News. Here are the facts:

303,666 FAMILIES BUY THE SUNDAY COURIER-EXPRESS

Buffalo's greatest circulation.

READERS SPEND TWICE AS MUCH FOR THE SUNDAY COURIER-EXPRESS

And no wonder — the Sunday Courier-Express has twice as many pages as the "weekend" Saturday Evening News.

MORE PEOPLE READ THE ADS IN THE SUNDAY COURIER-EXPRESS

Research proves that the percentage of city zone people who read display

advertising is higher for the Sunday Courier-Express.

FIVE TIMES AS MUCH ADVERTISING RUNS IN THE SUNDAY COURIER-EXPRESS

In a typical recent month 1,025,283 lines ran in the Sunday Courier-Express, 206,047 lines in the "weekend" Saturday Evening News.

So start selling Buffalo on Sunday for heaviest saturation. And for consistent concentration throughout the week, use the Morning (Daily) Courier-Express.



**ROP COLOR
7 DAYS**
Represented Nationally by
Newspaper Marketing
Associates
New York, Chicago,
Philadelphia, Detroit,
Los Angeles,
San Francisco.

tures. Included is one couple's boast of having acquired "a ballroom, an elevator and 13 kids." (In the same issue advertisers tell "how to make the old homestead look new again.")

From Telegraph Hill, San Francisco, and Georgetown, Washington, to the Vieux Carré, New Orleans, The Wall Street Journal notes, restoration of old houses is boosting land values in erstwhile "blighted" areas near the center of cities. Remodelers, decorators and building supply dealers, the Journal says, are finding new customers. And in New Orleans even blacksmiths are profiting from a new demand for hand-hammered "antique" door hinges.

Though much of this renovating is done under contract, a lot of the new owners pitch in. Many of them develop "antique" hobbies in the process.

The 'Shell' and Second Home

Two other post-war trends that take a lot of owner skill and elbow grease are those of the "shell" home and the "second" or vacation home.

One building magazine estimates that shell homes now represent 8%, or 80,000, of the million or more homes now erected annually. Related to them are the prefabricated or "module" homes which, it says, are now "pushing 10% of the total."

Shell, and sometimes prefab, homes are sold incomplete, for handy do-it-yourselfers to finish.

While Barron's Weekly is less optimistic than the building book in its estimate of shell home sales, it points out that the 25,000 of these homes sold last year represented a volume of \$75 million, and adds that the number of these homes is expanding at a rate of 50% annually.

A dozen builders, mainly in the South, now sell more than 1,000 shell homes a year. Among the largest of them are Jim Walter Corp. of Tampa (with 100 other offices); Wise Homes, Inc., Greensboro, N. C., and Bevis Shell Homes, Inc., Tampa. (All three have issued shares to the public.) Others include a subsidiary of National Homes Corp., Lafayette, Ind., largest builder of prefab homes, and a subsidiary of Certain-Teed Products Corp., building materials manufacturer.

The Walter homes sell in the \$1,000-to-\$3,500 price range and appeal to families in the \$3,000-to-\$5,000 income bracket. They are of wood frame, finished on the outside. But except for flooring, partition studing and ceiling joints, they are unfinished inside. On the average home the buyer spends about \$2,500, plus

(continued on page 86)

PORT CLEVELAND

"THE INDUSTRIAL GIANT"

NOW ONE OF THE 15 HIGHEST per household incomes in the nation

\$7,711⁰⁰ per family per year

--average for the nation--

\$6,898⁰⁰

COLORFUL POSTERS

reach this fabulously rich
purchasing power....



Cleveland, Cincinnati, Toledo, Elyria, Lorain,
Fremont, Sandusky, Tiffin and Ashtabula.

FOR MARKET INFORMATION WRITE TO:

Packer

4400 CARNEGIE AVE., CLEVELAND, OHIO

How to catch
your customers
in a buying mood!



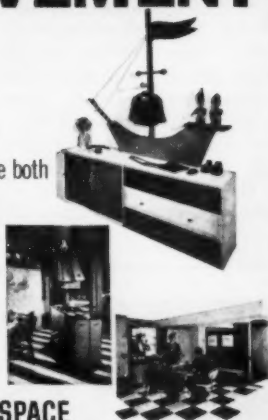
Better Homes & Gardens 1961 HOME IMPROVEMENT IDEAS

\$1.25

How to build space-saving
STORAGE UNITS that are both
specialized and decorative

RESTYLING KITCHENS
for increased efficiency

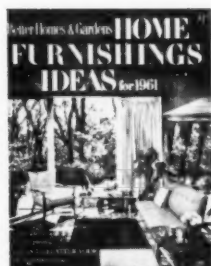
SPECIAL!
WINNISH BONUS SPACE
ATTICS, BASEMENTS, and GARAGES page 123



Publisher's estimate, 1962 issue: 180,000
Actual net paid, 1960 issue: 201,565
Next issue closes June 15, 1961
On sale August 22, 1961

Talk to them through the pages of Better Homes & Gardens Idea Annuals.
The men and women who have paid good money for any of these six annuals are looking for ideas they can act upon—ideas that will help them get what they need for happier living. They expect to find these ideas—exciting, attainable ideas—presented by the editors of BH&G's Idea Annuals. And when they do, they're ready to buy.

Isn't this the right climate for telling what *you* have to sell that they want to own?



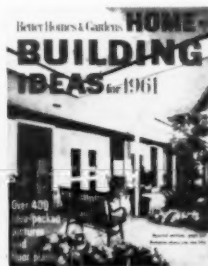
Publisher's est., 1962 issue: 475,000
Actual net paid, 1960 issue: 549,481
Closes: July 14, 1961
On Sale: September 21, 1961



Publisher's est., 1961 issue: 600,000
Actual net paid, 1959 issue: 615,906
Closes: August 15, 1961
On Sale: October 19, 1961



Publisher's est., 1962 issue: 225,000
Actual net paid, 1960 issue: 244,937
Closes: October 16, 1961
On Sale: December 21, 1961

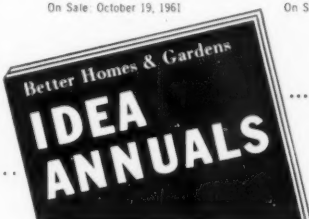


Publisher's est., 1962 issue: 185,000
Actual net paid, 1960 issue: 226,102
Closes: November 15, 1961
On Sale: January 18, 1962



Publisher's est., 1962 issue: 135,000
Actual net paid, 1960 issue: 155,373
Closes: December 15, 1961
On Sale: February 20, 1962

SIX SPECIALIZED
SALES IMPROVERS...



MEREDITH OF DES MOINES

... America's biggest publisher of ideas
for today's living and tomorrow's plans

months of his own labor, to get it done.

At the other extreme, National's Kahler craft shell homes start at \$6,500. And the whole new industry is vigorously fighting the impression that shell homes are "cheap" housing; Shells, it is emphasized, can't become slums. They are not built in developments but on individual lots. Their owners, most of whom know how to work with their hands—construction workers, plumbers, carpenters, garage mechanics and others—make sure they are not jerrybuilt.

Shells also form the basis for a lot

of second homes. The American Builder estimates that U. S. families now own 2 million second homes, and that 100,000 of them were built in 1960—as against 75,000 in 1959.

A main reason for the upswing in sales of lumberyards and building material dealers in the warmer months, especially July and August, is that so many handy families spend their vacations building, completing or improving their vacation homes. (The American Home notes that "male readership of home improvement articles shows a decided increase during the summer.")

In a study issued last November this magazine found a full one-third of its reader panel were considering a second or leisure home, and that 9.4% already owned one. Of those considering, 67.2% would build, rather than buy, and 45.8% would do the work themselves. One-third of the "planners" already owned the land for their second home.

Nearly one-third would buy materials from a building supply house; nearly one-third from a contractor; 5.8% from a mail order house.

The highest proportion of second-home families are said to be in the East North Central and Middle Atlantic areas; the lowest among families living in the Rocky Mountain states. Nationally, second-homers prefer lakes, then seashore, mountains and "country."

Merchandising the Home Market

Marketers and media both promote and strive to keep pace with the do-it-yourself trend. Radio Advertising Bureau issues a report on "the billion-dollar paint industry." Bureau of Advertising tells its 1,000 newspaper members that "there is a great deal of co-op money in the home-improvement field"—specifically in building, heating, hardware, appliances and furniture—and cites such periods as Hardware Week, April 20-29, and "Clean Up—Paint Up—Fix Up Community Development Month" as opportune times. Building Supply News offers retailers a calendar for "package selling" promotions—among others, for kitchens, recreation rooms, attics, porches, garages, breezeways, roofing and siding.

In recent years, most large members of National Retail Lumber Dealers Association have launched "home modernization centers." House & Home calls them "one-stop modernizers." Building Materials Merchandiser predicts that within a decade these centers will adjoin the majority of shopping centers across the country.

In them already home owners find sample kitchen and bathroom layouts, scale models of rumpus rooms, with before-and-after pictures of renovation jobs. A decorator and other consultants suggest "ideas" and methods, make cost estimates and work out installment credit terms. The center delivers the whole renovation package.

To keep the new centers solvent and growing, House & Home suggests some rules. Among them: "Establish a price for every element on a possible job. Help your customers make the right decision. . . . Use a model house just as a new house



Meeting rooms accommodate up to 1500



22 excellent golf courses

Always enjoyable...the year around

Phoenix Convention City of the Southwest



There's Everything Under the Sun to do and see . . . plus the finest of accommodations . . . plus an experienced Convention Bureau that really helps your meeting to be successful. Finest of facilities in downtown, mid-town or resort locations for large or small groups. European or American plan. We're at your service to help you plan your sales meetings, conferences or conventions.

Convention Bureau

Phoenix Chamber of Commerce

805 North 2nd Street • Phoenix, Arizona

in Arizona's Valley of the Sun

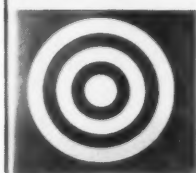


Q: Who are the most important people a selling campaign should cover?

A: Buyers—not bystanders

U.S. News
World Report

THE
COMPLETE
NEWS—IN DEPTH



Your advertising sells to America's most important customers in "U.S. News & World Report"

Your advertisements today must not only compete with your competitors' campaigns for a share of market—they must compete with *all* advertising for a share of *mind*.

But whose minds are your advertisements seeking? Just numbers of readers? If your advertising is seeking customers and prospects—ready to buy, rather than readers just standing by—it can find no medium more effective and resultful for advertising that *sells* than "U.S. News & World Report".

This is the only magazine that concentrates exclusively on the important news of national and world affairs, and covers in depth, the impact—the scope—the *consequences* of such news in our business and personal lives. That is why it is bought and read so thoughtfully and intently, every week, by more than 1,200,000 important people—including the key people in business, industry, government, the professions—and in the community.

Impressive to many advertisers have been recent research studies of the people buying a wide variety of major-purchase products and services—corporate stock, new cars, business travel, air conditioners, etc. Of the 14 magazines studied, "U.S. News & World Report" consistently gives advertisers the most known buyers of their product or service per dollar—i.e., the best efficiency for their investment. If you have not yet seen the film strips, or the printed booklets, which document the statement above, please call the "U.S. News & World Report" sales office nearest to you for a prompt showing.

No wonder so many outstanding advertising campaigns that sell—and sell resultfully—have made "U.S. News & World Report" the spearhead of the program. No wonder "U.S. News & World Report" achieved the biggest advertising page gain of any news magazine in 1960. More and more advertisers rate it . . .

. . . the most important magazine of all

U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than **1,200,000** net paid circulation

Advertising offices at 45 Rockefeller Plaza, New York 20, N.Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

builder does. . . . Work hardest on the leads you get from your customers."

Increasingly, do-it-yourselfers approach their jobs with power as well as hand tools. Nearly half of reader families surveyed by one mass circulation magazine have home workshops. Substantial numbers own portable drills, grinders (buffers, polishers), sanders, several types of electric saws, drill presses and power lathes.

In fact, workshop electrification, combined with all the new appliances, has gone so far that one-third of the families in this study said their homes were "inadequately wired for today's living."

For major jobs many homeowners bring architects and artisans into the act. With the introduction of an editorial section on rebuilding last February, Architectural Forum pointed out that America's tab for this would come to \$30 billion in 1961, compared with \$48 billion for all new construction.

Only part of these totals is for homes. But redoubtable amateur refixers were intrigued by the possibilities of all the "re's" on Forum's red cover: "Remodel, renew, repair, renovate, restore, reconstruct, replace, re-

habilitate, reconvert, redesign, recondition, reorganize, reclaim, rejuvenate, recreate, reinvest." Many of these re-fixers say that the "added value" which they work into their homes enables them to get enough for three months of summer rental to meet mortgage payments for a whole year.

Landscaping

National Retail Hardware Assn. estimates the "lawn, garden and farm supplies market" of hardware stores at \$471 million. Minus the farm part of it, the market still totals \$330 million. Though these stores devote only an average 8.1% of their sales display space to them, these products represent 16.9% of hardware stores' combined \$2.8-billion volume. Also, NRHA says, 80% of this business is replacement.

From 90% to 99.4% of all hardware stores surveyed carry such products as hand and power mowers, hand garden tools, hedge shears, pruners, insecticides and garden hose. More than two-thirds of them handle two or three brands of lawn mowers. Many offer a selection, not only between hand and power, but among rotary and reel types of power mowers. Hardware dealers emphasize per-

sonal service and advice. They believe that the do-it-yourself gardener is glad to pay for it, and that, in the long run, manufacturers of these products also benefit. They cite the example of a producer of a widely advertised brand of plant food who thought his product would move faster in grocery supermarkets. In the process he lost a lot of hardware store support. Today, after three years of this experiment, he is now trying hard to be reinstated in hardware stores.

More than 95% of hardware dealers report that they advertise lawn, garden and farm supplies—most of them at least twice a month. Three-fifths of them use manufacturer co-op advertising.

The hardware dealers consider their strongest competitors in this market to be "chain stores"—specifically Sears and Ward.

► Both labor-saver and status symbol of yard-owners today is the power mower. Between 1946 and 1959 annual retail sales of these machines pushed upward steadily from 100,000 units to 4.2 million units.

The retail dollar volume soared from \$12.5 million to \$409.5 million. Including such related devices as garden tractors, tillers, mulchers, edgers and sweepers, "power gardening" in 1959 reached \$450 million.

Then in 1960 power lawn mower sales dipped to \$370 million. Industry leaders, however, expect 1961 sales to regain the 1959 level. And David M. Lilly, president of Toro Manufacturing Corp., which claims to be first in power mower sales, foresees by 1965 a 50% expansion to six million units annually.

On the 33 million home lawns in the country there are now 19 million power mowers. Replacement sales represent 60% of present annual volume. Owners who decide to make their old machines last a bit longer pay an average \$8.35 annually for service.

Week-end gardeners visualize vast potentials in "vi." Asgrow Seed Co., Milford, Conn., tells them about "the four mysterious 'V's': "Viability refers to the ability of seed to germinate or grow. Vitality is the power of growth. . . . Vigor is the forcible exertion of strength or energy displayed by the growing plant. Vigorpak [Asgrow's brand] assures the other three. . . ."

For extra oomph, however, amateur and professional gardeners have started to turn to Oak Ridge Atom Industries, Oak Ridge, Tenn., which offers 27 varieties of atom-bombarded seeds, plants and bulbs. ♦ LMH

WHEN IT COMES TO BUILDING SALES...

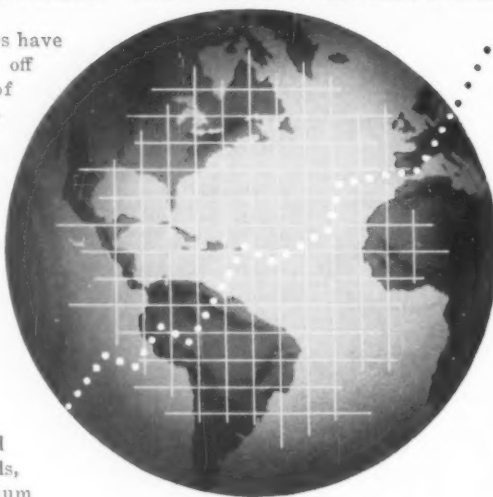
HAMMOND PREMIUMS MAKE A WORLD OF DIFFERENCE

Hammond business-builders have sent the sales curve right off the graph for hundreds of America's blue-chip companies—and lots of smaller ones, too. Decorative maps, globes, nature and travel books, geographical encyclopedias, place mats, and atlases have helped to sell such greatly diversified products as cups and crackers, TV and tuna, tires and telegrams, and many, many more.

And if none of our standard items exactly fits your needs, our "customized" premium service will dream one up for you.

For complete information on give-aways, traffic builders, self-liquidators, and prestige items for incentive use—write today to J. T. McManus, Director, Sales Promotion Div.

88 Sales Management April 21, 1961



C. S. Hammond & Company



Dept. SP-4

MAPLEWOOD NEW JERSEY

Long Distance pays off in extra sales



"To save lead time for customers, we buy and sell by phone"

says Carroll Martenson, president,
Hydraulic Research and Mfg. Co., Burbank, Calif.

"Lead time is a constant problem," reports Mr. Martenson. "Every day we save for the customer adds to our chances of getting his next order. So we keep in frequent touch with customers by Long Distance. Our salesmen always call in their orders. And we contact our own suppliers by telephone. We save time like this at every step."

Long Distance pays off! Use it now . . . for all it's worth!

LONG DISTANCE RATES ARE LOW

Here are some examples:

Newark, N.J. to Boston	80¢
St. Louis to Chicago	90¢
Milwaukee to Pittsburgh	\$1.20
Atlanta to Cleveland	\$1.35
Burbank to Washington, D.C.	\$2.25

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM



Look
what's new in
cosmetic
packaging



NEW SWIRL CAP FOR REXALL. This new cap has a lot more than graceful good looks to recommend it. Carefully engineered for maximum strength, it can take all the punishment high-speed capping machines can dish out. Color? A rainbow of colors to suit your taste. This handsome "Swirl" cap is the latest in the industry's broadest line of stock plastic caps. Picture it on your package. Better still, sample it. Samples are as near as your Armstrong man . . . and your telephone.



Armstrong PACKAGING

WATCH ARMSTRONG CIRCLE THEATRE EVERY OTHER WEDNESDAY EVENING ON CBS-TV

OLIN DROPS MATHIESON FROM SIGNATURE

\$2½ million puts company on first-name basis



KEEPING IT SIMPLE



DOMINO CASHES IN ON MASS DISPLAYS

Adds color-coding and appetite appeal

NEW PACKAGING MATERIALS

Aluminized glassine



Cans vs. glass; the battle continues

A \$2.5-MILLION AD CAMPAIGN is announcing the new, simplified corporate identity of the **Olin Mathieson Chemical Corp.** in national business and consumer magazines beginning this month.

All corporate and divisional communications will reflect the new simplified nomenclature and standardization of graphics. While the legal name will remain Olin Mathieson Chemical Corp., the new company identity will be simply Olin. Divisional names will incorporate the division name and Olin. At the product level, the brand name Olin will be substituted wherever possible. Such high-equity names as Squibb and Winchester-Western will remain. Western Brass will become Olin Brass, Frostkraft Containers will change to Olin Containers, Frost Lumber to Olin Lumber, etc. But the giant and diversified company wants to be known by its first name, simply "Olin." **Lippincott & Margulies** is the design coordinator for Olin's new nomenclature system.

MILK COMPANIES SEEM TO FEAR leaving any space on their containers without type or intricate design, but **Roberts Dairy Co.** of Omaha has decided to drop the clutter and join the march of other product lines to clarity and understatement. Here's a design change that leaves no doubt this is the after - after redesign. **Thomas Laufer & Associates** of Sausalito, Cal., are responsible for the clean, clear labeling and family integration of the containers. "Customer acceptance exceeds all expectation," says Roberts.

SUGAR to many people is sugar. To the grocer it is an item that brings in good revenue but occupies a lot of space doing it. **Domino** has decided to cash in on this display space by color coding its various kinds of one-pound sugar packages and incorporating appetite-appeal photos and recipes in its packaging. The familiar diagonal lettering of "Domino" and the yellow identifying color will be retained, as well as the special color code in the name "Domino." On the new packages, 10-x Powdered is blue, light brown is used for Light Brown sugar, and dark brown for Dark Brown sugar. Advertisements in consumer magazines and grocery trade papers will tell the new Domino packaging story.

ALUMINUM COATED GLASSINE, long-sought by paper manufacturers and packagers, has been perfected by **Nicolet Paper Corp.**, a subsidiary of **Milprint, Inc.**

As a result of the successful combination of aluminum and glassine, the special qualities of both materials are combined to form a superior packaging product. While glassine is strong, greaseproof and odor-resistant, aluminum coating gives it the additional qualities of light and heat barrier as well as more attractiveness.

The new material will be a logical choice for ice cream bar bags, candy bar wraps, labels, potato chip bags, decorative box liners for cookies and confections and many other applications in bakery, dry food and meat industries. Packaging costs also are expected to be cut as a result of this development.

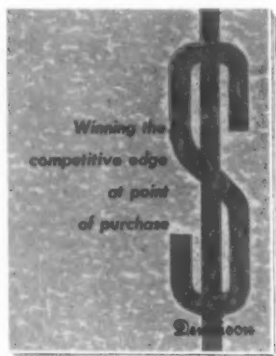
In the Nicolet process, aluminum is not laminated to the glassine as a foil, but is applied in a microthin layer in a high vacuum. By vaporizing the aluminum at high temperature and then condensing the vapor on a moving sheet of glassine, a brilliant coat of aluminum is permanently bonded. The new product is already in commercial use in the making of ice cream bar bags.

... **Marketing** hasn't seen a more dedicated battle between basic commodities since the gas vs. electric fray that hit full-pitch when the electric stove became a real contender. The metal can and the glass bottle are waging a no-holds-barred campaign for the soft drink industry. Another similarity is that some companies have subsidiaries and divisions in both glass and cans as well as in plastic, just as the more

YOUR LAST CHANCE TO INCREASE SALES IN '61

... is still what it always has been. It's that all-important moment of decision at point of purchase.

America's most successful marketers go all out to swing buying decisions their way. They use Dennison designed-to-order tags and labels. Our new brochure shows how.



THIS FREE BROCHURE contains factual reports on sophisticated use of task-tailored Dennison tags and labels to achieve maximum results per promotional dollar... shows samples that have introduced new products with sales-compelling impact and added new life to old products, packages and displays. For your free folder, mail coupon today.

Dennison

Helping you compete more effectively

Dennison Manufacturing Co.,
Dept. R69, Framingham, Mass.

Please rush your new brochure "Winning the Competitive Edge at Point of Purchase."

NAME.....

TITLE.....

COMPANY.....

STREET.....

CITY.....ZONE.....STATE...

-SM- TRENDS IN PACKAGING AND PRODUCT DESIGN

(continued)

dedicated gas or electric promoters are always plagued by the combination utilities that deliver gas and electricity.

Nevertheless, advocates of the metal can for soft drinks continue to tell bottlers of the wonders of the metal can and how you can't stop progress—consumers want it they say. To prove it, the **Can Manufacturers Institute** notes that one of the highest gains for metal cans in 1960 was in soft drinks (49.6%). Indeed, the can industry could point to few other categories where pluses appeared in 1960 over 1959 can sales.

Meanwhile, the **Glass Container Manufacturers Institute** announces that its spring attack on the soft drink market will begin in *Life* magazine in June. They're still thudding away at the returnable bottle stand and how glass "can't change flavors." The implication is clear even if the difference is no longer demonstrable.

Cellophane overwrap for eggs grows

... Olin's **MST-44 cellophane** is being used by King's Poultry and Egg Farm, Dalton, Ga., for overwrapping egg cartons. The moisture-proofness of cellophane is said to keep eggs fresh longer and improve egg sales appeal to customers. King's says it was able to weather a downward trend of the egg market without loss of sales with the use of the cellophane overwrap.

Another cellophane manufacturer, **American Viscose**, has reported similar success in test merchandising of cellophane overwrap for egg cartons.

High-gloss boxboard available in colors

... **Glosscoat**, on-machine cast coated boxboard, is now available in ten pastel colors plus white. Before the invention of Glosscoat, says the inventor, **Interstate Folding Box Co.**, Middletown, Ohio, high-gloss cast coated boxboard was available only in white. Only lightweight boards could be used, and the end product was extremely expensive. Glosscoat is now available in calipers up to 36 thousandths.

Glosscoat is said to have resistance to fading, has long shelf life, resists dust, grease and water. It is flexible and can be folded 180 degrees without cracking or peeling. Glosscoat is capable of fine-line, full-color printing. No overprint varnish is needed.

NEW PACKAGES

Unbreakable vacuum insulated containers

... **Guaranteed unbreakable**, leakproof **Vacron** vacuum insulated containers are offered to dairies for use as self-liquidating premium-type containers. The "premium" containers, which can be used as attractive heat- or cold-retaining tumblers and bowls, are expected to be sold in combination with cottage cheese or other dairy products. These **Vacron** products are actually double-wall vacuum constructed. All items in the **Vacron** line can be filled and closed automatically. **Vacron** is manufactured by **Bopp-Decker Plastics, Inc.**, Birmingham, Mich.

Free-piston aluminum aerosol

... **Brylcreem**, the men's hair dressing preparation, employs a new kind of aerosol for its "dab" dispenser—a free-piston, aluminum aerosol that prevents chemical interaction of the propellant and the product. The free-piston aerosol also permits complete usage of the product, which is not possible with a conventional aerosol. The aluminum container has the added advantage of leaving no rust stains on bathroom counters. This new dispenser is manufactured by **Beecham Products, Inc.**, Clifton, N. J.

LET'S FACE IT..... *by Volpe*



On the job for more than a quarter of a century, this leader's name and fame are feared by lawbreakers and the underworld throughout the nation.*

IT TAKES THE COMPLETE PICTURE TO RECOGNIZE A LEADER

Newspapers, like leaders, can be unrecognizable unless you have a complete picture. In the booming Los Angeles market, the complete picture of buying income, circulation and selling success is put together for you by the recognized leader in the evening field . . . the Herald-Express.

FACE THESE FACTS: You get the largest evening circulation in Western America . . . 76.7% unduplicated by any other metropolitan newspaper. Concentrated coverage of L. A. County where 90% of metropolitan sales are made. Readers with more money to spend . . . with annual buying income of more than \$2,803,000,000.

Los Angeles Evening

HERALD-EXPRESS

Largest Evening Newspaper in the West

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

J. Edgar Hoover, Director
Federal Bureau of Investigation



CARL HORST HAHN

VW's Hahn Hitches

By LAWRENCE M. HUGHES
Senior Editor

"We came here to stay and grow, with a relatively small group of good dealers that would sell and serve and prosper."



U.S. to His Wagen

Carl Horst Hahn and Volkswagenwerk A.G. pulled themselves out of the rubble of World War II and started from scratch.

They did not start together. On V-E Day PFC Hahn of Germany's defeated army was not quite 19. The family fortune, built up by his father with another German motor-car maker, had long since been wiped out. From the age of 13 Carl had contributed to the family's support. When the war ended, he recalls, "our entire assets were one automobile and 100 pounds of potatoes."

Still supporting himself and largely his family, Carl went on to finish his education. All told he was schooled in five countries—Germany, Switzerland, France, Italy and England—and in the process he became proficient in four languages. (He favors French.)

After earning his doctorate degree in economics at the University of Bern, he did post-doctorate work at the University of Perugia. At Bern during summer vacations he worked for the Swiss importer of Nash cars. After Perugia he became a trainee with Italy's big Fiat Motor Co.

► In 1953 Carl Hahn wrote and had published a book on the European coal and steel community, "The Schuman Plan." Within a year he became an administrative officer of the Organization of European Economic Cooperation, where he helped to organize the European Productivity Agency.

In Paris, in late 1954, he met Prof. Heinz Nordhoff, president of Volkswagenwerk A.G. He became head of VW's export sales promotion. Also, as assistant to Nordhoff, at Wolfsburg, Germany, he helped to prepare lectures on business administration, given at a university.

In January 1959 Carl Hahn—then 32—came over to run Volkswagen of America, Inc., Englewood Cliffs, N. J., of which he is now executive vice president and general manager.

As such he is only one of a lot of VW managers charged with changing and developing the buying and motoring habits of people in 106 countries. But next to Germany itself, the U. S. has become VW's biggest market. Of the current 4,000-a-day output, Germany takes 45%, the U. S. more than 20%, and the rest of the world less than 35%.

For the purchase of some 200,000 VW cars and trucks, Americans this year will pay about one-third of \$1 billion. In the two years since quiet, bespectacled Carl Hahn arrived on our scene, Volkswagen has sold more cars and trucks here than in all the previous years (ten and seven, respectively) in which they were available.

Other major imports have slipped. All domestic motor-car manufacturers are having rough going. But instead of gloating over a 26% gain in recession 1960, Carl Hahn merely says: "We're still weak here—in proportion to our potential." If Germany can provide the cars, he intends to expand sales another 25% this year. And he is stepping up advertising and stirring up and expanding the dealer

organization to pave the way for this 25% increase.

This, however, is only the start. He has made detailed plans for the next two years, and, without talking competitively, he has a fairly clear idea of how his little, efficient, rear-engined product will rank in 1965 and 1970.

Presumably, Carl Hahn (who would rather not be called "doctor") expects to be around to see these objectives realized.

He had been here only 15 months before he married a San Francisco girl of Italian descent to whom he was introduced by Heinz Nordhoff's daughter. They live in a 239-year-old home in Stamford, Conn. And at Englewood Cliffs, just across the George Washington bridge from Manhattan, Hahn expects this year to move his 200-member group into a new \$2.5-million headquarters building.

The arrival of Carl Jr. has not seriously curtailed the father's interest in such activities as horseback-riding, swimming, tennis and skiing. Here, as in Europe, he is interested in "politics." "I guess I'm a liberal," he says. "My wife is a Kennedy Democrat."

He does not know whether or not he will become an American citizen. This process takes several years, and Hahn, of course, may be transferred back to Germany or to some other part of the world where Volkswagens are sold. He likes America, but on this point he will merely say: "We already have two American citizens in our little family. Don't you think the odds favor them?"

Though Nordhoff has shown some special interest in him, the American manager denies that he might be "crown prince."

► In fact, in the case of the present Volkswagenwerk A.G., any suggestion of ordained succession may be ill-advised. Neither the Federal Republic at Bonn, nor the directors, but the 65,000 workers of the company in Germany now have the deciding voice.

Recently Volkswagenwerk A.G. changed from a wholly government-owned to a primarily private company. Nearly \$250 million of shares in it were offered to lower-income individuals, with first preference to VW employees. Income limitations prohibit executives and some supervisory people from qualifying for this offering. The governments of the Federal Republic and of Lower Saxony each own 20% of the 6 million shares. But 60% of the company that makes "the people's car" is owned by the people.

The entire proceeds from the stock sale will be devoted to a public foundation for advancing education and scientific research.

Carl Hahn is pleased that the stock participation is "for workers—not executives: We've got to make capitalism a living thing in Europe." He expects that other European companies will follow VW's example.

Doubtless the employees, as owners, will intensify their efforts to make VW cars, station wagons and trucks even



demands

ATTENTION

and gets it!

★
IN

**Remarkable
ROCKFORD**

Spot color . . . full color . . . good color is a *daily* habit for the readers of the Rockford newspapers. Finest full color facilities make ads and editorial features in Rockford newspapers attractive and attention compelling . . . one good reason why Rockford leads Illinois, outside Chicago, in retail sales. To get your share of this rich market, tell your story in the colorful pages of

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DYNAMARKETER

CARL HORST HAHN (continued)

more wanted. But until now, as "government employees," they did pretty well. Each postwar year Volkswagenwerk's sales have been pushed ahead vigorously. From 25th in Fortune's list of "largest foreign industrials" for 1956, for example, VW rose to No. 8 in 1959.

This year VW's world-wide sales are expected to pass the \$1-billion mark.

Last December alone VW represented 48% of all motor car import sales and two-thirds of all automotive imports by ship into the U. S. In the next two months, while Volkswagen imports continued to rise, domestic passenger car production dropped nearly 45% from that of the same period of 1960. Today, VW sales here are nearly equal to those of Plymouth and Valiant combined. They are well ahead of Studebaker, and not far behind American Motors' Rambler.

In world-wide automobile sales, the third member of the Big Three is no longer Chrysler Corp. but Volkswagenwerk A.G. Carl Hahn's references to competitors, however (when he will make them at all), are constructive: "In the last six months American motor car manufacturers have made enormous gains abroad—mainly with their compacts."

► Though he has read Vance Packard's "The Waste Makers," he points out that "American cars have 'quality,' too." Volkswagenwerk's respect for U. S. "building" ability may be suggested by the fact that in 1960 this company bought here \$26.5 million worth of machine tools—as well as steel, magnesium and other products.

Hahn bases his plans for still higher sales targets for 1961 on: "(1) The increasing public acceptance of and need for the small car and economy truck pioneered by Volkswagen, (2) the quality of our product and our philosophy of change only for improvement [there were 27 changes in the car for 1961, but none in its outward appearance], and (3) the efficiency and integrity of Volkswagen's sales and service organization."

VW came here "to stay and to grow." It set out to select and develop a "relatively small group of good dealers that would sell and serve and prosper." It now has 16 U.S. distributors and only 600 dealers.

(Among the distributors are lawyers, a doctor, and an editor of a mass-circulation magazine.)

Again, last year, these dealers sold more cars and trucks per dealer—an average of 315 each—than any other dealer group, including Chevrolet and Ford. Most dealers have invested \$200,000 or more in their facilities. "Before a dealer even starts with us," Carl Hahn says, "he must buy \$2,000 worth of tools and \$10,000 worth of spare parts."

Among last year's 600 dealers, only two "died." This year, from an applicant list of 2,000, the group is being expanded to 700, with the newcomers primarily in suburban and secondary markets.

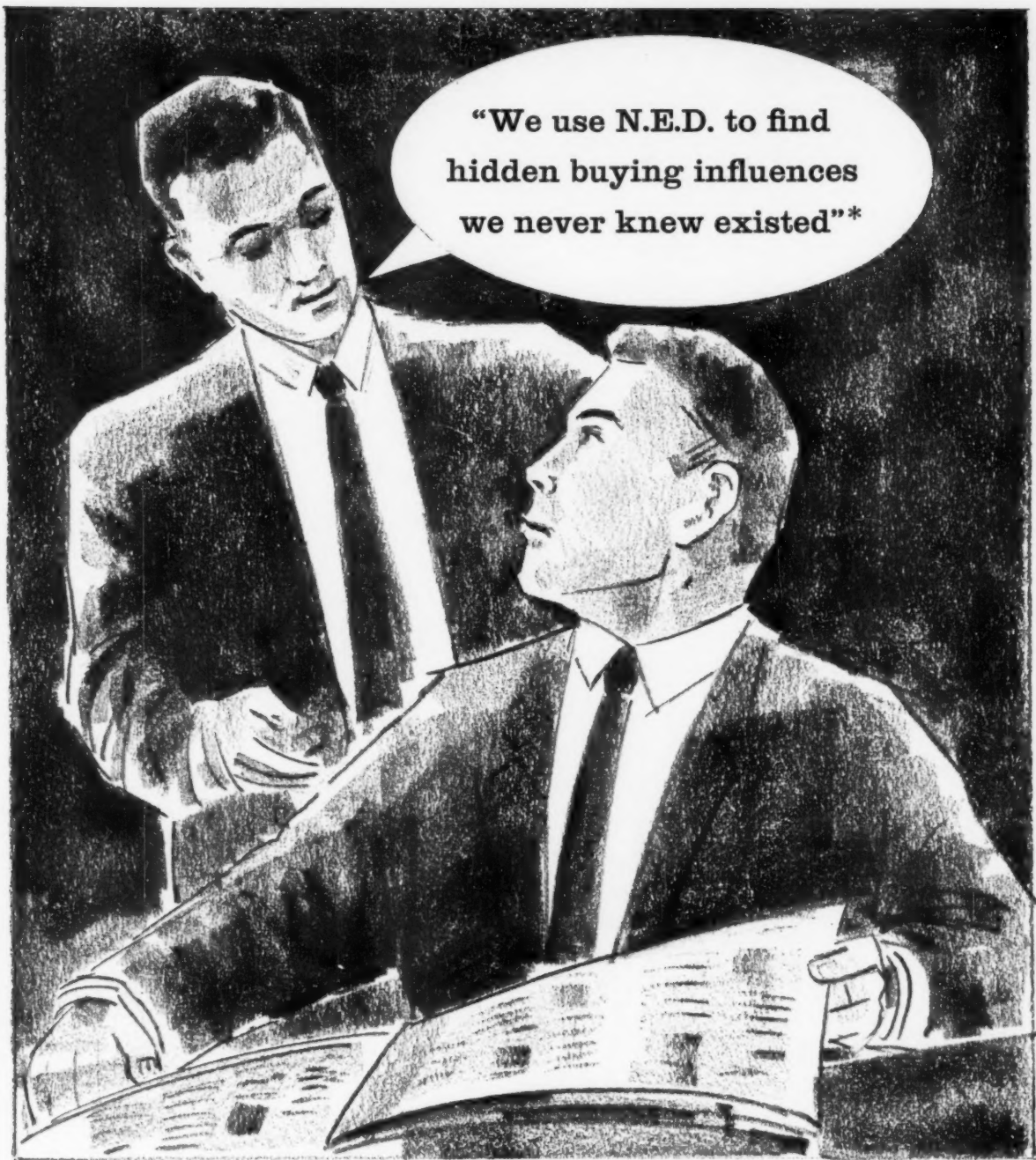
► With still more compacts as companions of their bigger cars, domestic manufacturers boast of turning their dealerships into "department stores." But 85% of VW's dealers handle *only* Volkswagen cars and trucks. The remaining 15% "dual" with the German Porsche. "This is a sports car designed by the engineer who created Volkswagen," Hahn says. "It retails for about \$6,000. But basically the two cars are the same." (VW's price here is about \$1,565.)

VW advertising, well known for its simple effectiveness, has won several national ad association awards. In 1960, Volkswagen of America itself spent more than \$2 million on advertising, and its distributors and dealers spent another \$2 million. This year's total expenditure will be larger. The national campaign, through Doyle Dane Bernbach, New York agency, runs primarily in magazines.

On the continuing theme, "Think Small," the campaign employs big pictures and small text, and strives not to oversell. (One recent headline asked frankly: "Do you think the Volkswagen is homely?")

Because Volkswagen has not gone whole-hog for annual changes of "fins" and gadgets, Hahn explains, the resale value of its cars is "almost as good as new." Consumers and dealers are pleased that "you can put a 1961 fender on a 1955 car."

In new-car sales VW's share is now about 3% of the U.S. market. Hahn and his dealers are busier than ever bolstering the laggards and boosting the over-all penetration of "the people's car." ♦



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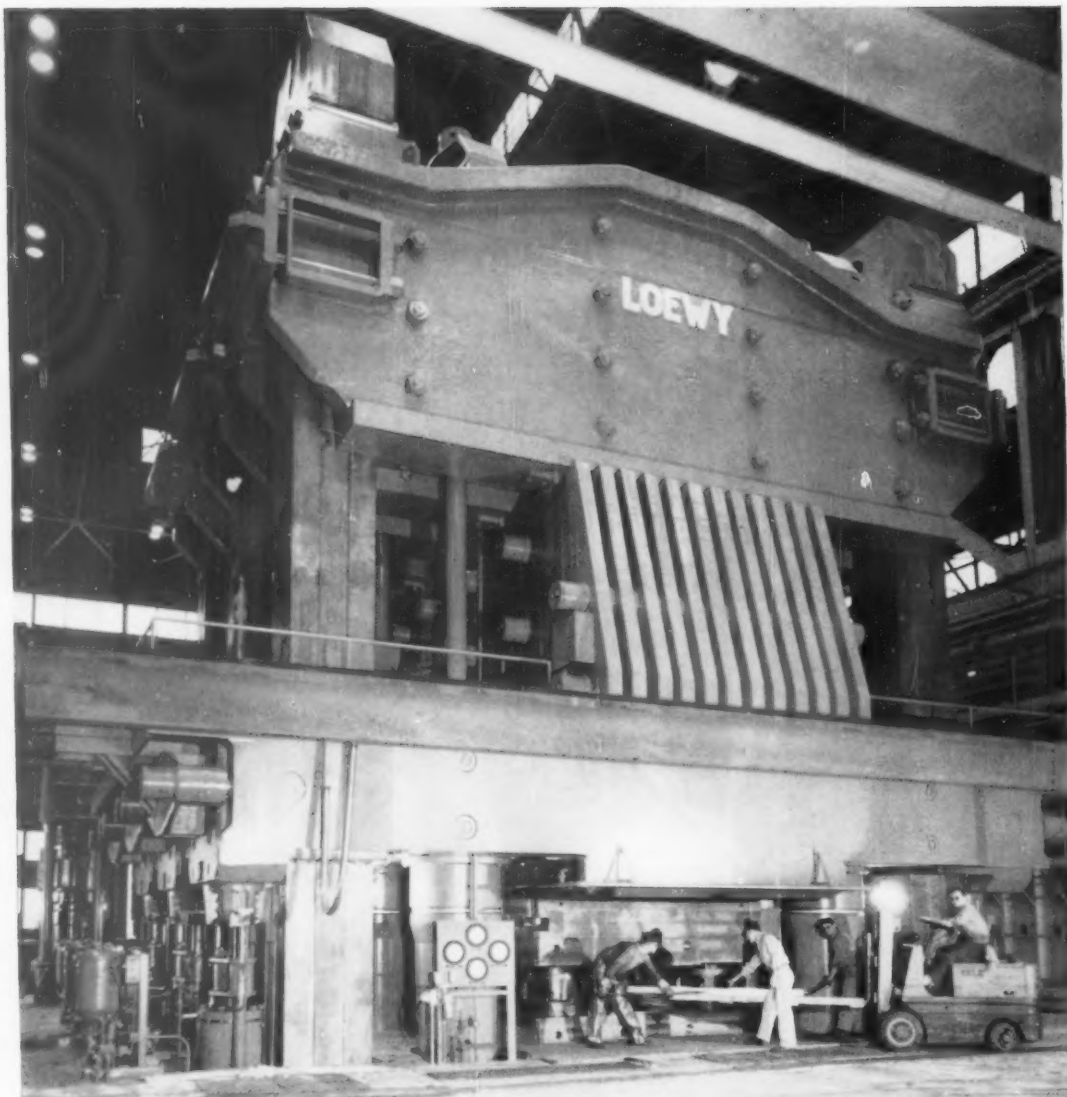
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Sales Management April 21, 1961 97



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The nation's missile and rocket makers "target" on this Wyman-Gordon U.S.A.F. closed die forging press, a goliath of machines capable of exerting 100,000,000 pounds of squeezing power.

This tremendous industrial leadership is strongly reflected in Worcester's position as one of the nation's "Top 50" Markets, and an important BILLION DOLLAR County.*

*Source: Sales Management 1960

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WORCESTER, MASSACHUSETTS

A 'Trial Marriage' for Salesmen

Any growth company faces a constant drain on its sales management talent, with much of this manpower coming from the sales ranks—untested and unproved. But at Monsanto "trial marriages" give company and would-be manager a "tryout."

E. S. Robson was a successful salesman in Monsanto's Organic Chemicals Division, but his management training had never been emphasized when he was suddenly called on to step into the San Francisco district manager's boots overnight. Robson made good on the job, despite the complete lack of a breaking-in period. But the experience convinced him that there must be a better way of preparing potential managers. When he became manager of the New York office, largest of the division's district offices, he and two associates worked out a plan to let senior salesmen serve as sales managers on a trial basis.

► Like other rapidly growing and expanding organizations, Monsanto Chemical Co. has a continuing demand for new managers. According to John L. Gillis, the company's v-p, marketing, "One of our big problems is how to test salesmen for management positions. Of course, some salesmen just aren't interested in becoming managers. But with the others, there are a number of indicators that tip us off as to their management potential: the way a man manages his territory, for instance, and exploits the most profitable opportunities; how he analyzes specific problems in his reports, targeting areas that need further effort; his judgment in asking for back-up support when the potential justifies it; his initiative and imagination in tackling difficult problems."

With evidence that a salesman was management material, Robson figured

a "trial marriage" would give him some idea of the man's ability under fire—and the man himself would get a chance to find out if he was suited to management work. Furthermore, the program would give the staff greater awareness of management's responsibilities and headaches, and a broader outlook on the divisional and corporate picture of the company.

Ready to start his experiment, Robson formulated a curriculum and chose his first pupil, W. W. Zeppenfeld, one of the leading salesmen in the division's New York area.

Zeppenfeld went through a brief indoctrination period, and then spent several days on reading assigned to him. In addition to other literature, he was given a district manager's handbook for examination and subsequent reference. The handbook contained copies of all the forms processed, used or reviewed by a district manager, as well as other data on the job and on problems which might be encountered daily. Then Zeppenfeld spent several days working closely with Heathcote.

► All office personnel were notified that Zeppenfeld would take over as assistant manager with full responsibility and authority for making all decisions. While Robson was still on hand as an adviser and counselor, in so far as possible, Zeppenfeld made all decisions.

Since one of the most important duties of a manager is to organize his own work schedule and that of his subordinates, no attempt was

made to provide Zeppenfeld with a rigid timetable agenda.

However, he was given a complete checklist, outlining the district manager's job in detail. His responsibilities were spelled out in the job description for district manager. They included: management of field and office sales people, handling of home office liaison, interviewing of applicants and representing the company.

In less than a month Zeppenfeld made territory analyses and manpower requirement studies, prepared sales budgets for the year, accompanied sales trainees on calls and later evaluated their performance and counseled them.


Among his other responsibilities were:

1. Checking each expense account submitted.
2. Approving all district office expenditures.
3. Evaluating one of the sales correspondent's work.
4. Supervising the planning of a monthly sales meeting.

By subjecting him to the acid test of actually performing management duties, Robson felt he had more than a guess as to how Zeppenfeld would act as an executive.

In his report, Zeppenfeld admitted that he came away from the "trial marriage" respecting the fact that even the most routine management decisions often require considerable thought, and that although a manager must keep a sharp eye on the

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NEWS

of the local Quad-City economy is good news. General employment is gaining. Shopping centers are expanding. Farm implement plants step up production after good first quarter. Activate your sales effort now with advertising in these Quad-City newspapers . . . where the economy is good.

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

ROCK ISLAND ARGUS
and
MOLINE DISPATCH
REPRESENTED BY ALLEN-KLAPP CO.

sales chart, he must be just as diligent in keeping an eye on human relations.

► While this experiment offers many advantages, V-P Gillis reports that it does present some shortcomings. One of the disadvantages lies in placing a great deal of authority and responsibility, even temporarily, in the hands of an individual lacking administrative experience. More often Monsanto first makes a top salesman manager in a small city and gradually moves him to greater authority in a metropolitan area. (Robson has recently been made a director of sales operations for the Organic Chemicals Division.)

"Probably a greater danger," says Gillis, "lies in appearing to create a 'crown prince' group of salesmen who are being groomed as managers. Salesmen who have not been given this training may feel overlooked; others who have had this experience may think that they are automatically next in line for promotion. We have tried to reassure the rest of the sales force and make it clear to participants that such promotions are not automatic. In fact, we have recently promoted to managers some men who have not had trial experience.

"Perhaps this action underscores what we think is one of the big advantages of giving the salesman an opportunity to act as a manager." Gillis continues, "It makes him better able to understand his present job, and to acquaint him with management's viewpoints and problems.

Some of the candidates have said: 'I don't want any part of management.' Others have remarked that they never realized the decisions that had to be made in the manager's chair, or the mountains of paperwork."

There have been some more tangible results from this experiment. "Trial marriages" have assembled usable data on such subjects as manpower, expenses, call frequency, organization of selling effort, and industry versus geographical territories.

► "While we plan to continue to experiment with new ways of selecting district managers," Gillis says, "we are busy changing the nature of the job to better suit the talents we are likely to find in top salesmen. Our district managers have been burdened over the last few years with procedural and routine tasks associated with running our office. We now have a department and a program that provides relief from these administrative, non-selling tasks.

"We supply published operating guides on administration so the district manager won't have to dream up his own systems. We help him in relocation, legal work, real estate, advertising, public relations. We provide for leasing of autos and develop comparative cost data. We conduct audits to show him how costs and expenses can be reduced in his office and efficiency increased.

"We want the manager to have as much time as possible for selling, and helping his salesmen to sell." ♦

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Marketing News from McGraw-Hill

APRIL—MAY 1961

How Fast Will We Grow— What Industries Will Grow Faster Than Average?

A new study prepared by the McGraw-Hill Department of Economics, *The American Economy—Prospects for Growth Through 1975*, projects answers to these questions.

Two main points are made: 1) the substantial growth potential of the U.S. economy as a whole; and 2) the particular potentials of a number of individual industries and industrial fields.

The American Economy stresses that greater-than-average opportunities for growth exist for businesses that make wise investments in research and development, capital goods, marketing and advertising—and that the general expansion of the economy does not mean automatic success for industries that hedge on investments in their own futures.

By 1975, this study indicates a gross national product 87% greater than that of 1960. Capital spending to support that increase in GNP is expected to double in the same period. *Forecast*—American business is on the threshold of substantial expansion—if investment is made wisely to prepare for it.



Electrical Work to Show 8% Gain in 1961. The gain could be even greater if public works programs now under discussion are accelerated. *Electrical Construction and Maintenance* explains this projected increase in its new study, "Outlook for 1961." *Some contributory forces:* private construction expenditures to rise by 3%; industrial construction due for 7% gain; commercial construction expected to rise another 2% over 1960.

Keys to Prosperity presents, in chart form, data based on the Economics Department's annual Surveys of Business' Plans for New Plants and Equipment. This booklet contains capital expenditures 1947-1963, research and development expenditures 1953-1963 and a whole series of other data relating to investment.



The Construction Industry Market for Fuel and Lubricants. *Engineering News-Record's* new study, "The Use of Fuel and Lubricants by the Construction Industry," reveals the characteristics of this lucrative market. *Points covered:* gallonage and pounds used, specifying influences, usage by size of contractor, suggestions for improved services by the fuel and lubricant industry and trends. \$3.50.

Trends in Distributor Advertising & Sales Promotion. *Industrial Distribution's* "Advertising and Sales Promotion Survey" shows how many distributors have advertising departments and how they are organized. It also analyzes types of advertising used, which are most effective, how manufacturers can improve aids to distributors and how distributors can increase effectiveness in using materials. *Methods stressed:* for sales promotion: catalogs, clinics and demonstrations, exhibits, newsletters and house organs; for advertising: magazines and newspapers, direct mail, telephone directories, radio and TV, gifts, novelties and premiums.

How to Handle Your Advertising Inquiries. Evaluates the sales role of inquiries in industrial advertising; describes effective inquiry handling systems; gives hints on inquiry-producing copy and art approaches.

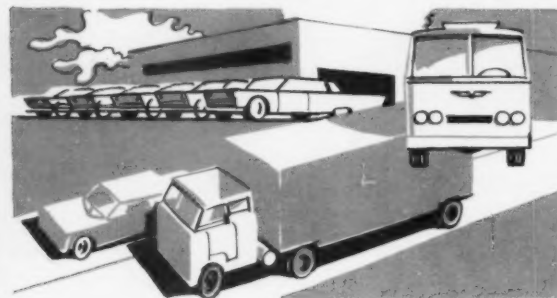
McGraw-Hill's Laboratory of Advertising Performance

This activity, conducted by McGraw-Hill Research, offers advertisers and agencies data sheet summaries of findings on a wide range of subjects pertinent to more effective use of Business Publication Advertising.

L.A.P. reports on these five broad categories: Magazine Readership, Advertising Techniques, Advertising Results, Industrial Advertising as a Sales Tool and Copy Testing. Basic and current reports on such subjects as these are available:

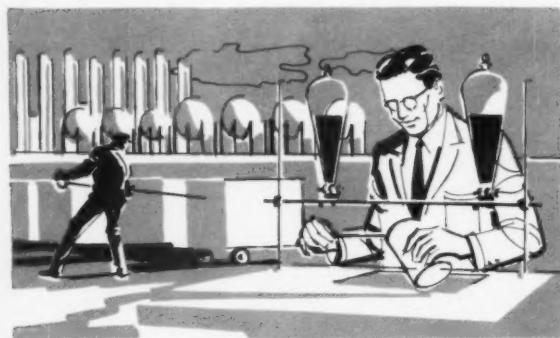
Proportion of buying influences called on by salesmen	LAP 1028
Does a TV program cover industrial buying influences?	LAP 1055.2
Bleed advertisements average higher ratings	LAP 3061
Effect of illustration size on readership	LAP 3170
Pictures of products attract readers	LAP 3177
How number of illustrations affect readership	LAP 3178
Subject headlines increase readership	LAP 3203
How prominence of headline affects readership	LAP 3204
Readership of one copy block vs. several	LAP 3222
Long copy does not deter readers	LAP 3230.1
Readership of advertisements with various main objectives	LAP 3239
How humor affects readership	LAP 3240.1
Comparison of single and multi- product advertisements	LAP 3241
Captioned illustrations average higher readership	LAP 3245
Readership of newsletter advertisements	LAP 3244
Does advertising sell products?	LAP 5012
Some reasons why industrial advertisements are read	LAP 5013
Good advertising builds a corporate image	LAP 5014
Intensified advertising contributed to increase in recognition for manufacturer and his products	LAP 5192

Tell Us About Your New Products. Interested in publicizing a new product? This folder gives you a check list of do's and don'ts, tells what will best assist business publication editors in using the material you furnish.



Latest Safety Equipment Laws. The Annual *Fleet Owner* "Data Book Issue" provides the latest information on safety equipment laws, turn signal requirements, mud-flaps and mudguard laws, inspection laws and weight regulations. Also contains a comprehensive truck-stop directory, toll road listing, fleet association and agency guide, bus census data and complete specifications data on trucks, motor buses and passenger cars. \$1.00.

Men on the Move. How great is the turnover among buying influences for your products? This booklet, based on an 18-year analysis of McGraw-Hill subscribers, will give you some revealing facts and figures.

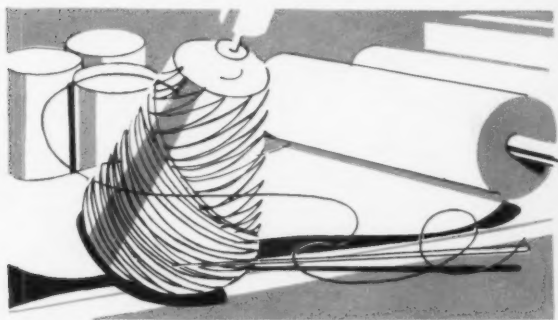


Six-Month Review of Process and Technology in the CPI. *Chemical Engineering's* "10th Semiannual Inventory of New Process and Technology" outlines, in eight pages, more than 160 significant developments in the chemical process industries for March-October 1960. The projects are broken down by category, product, process and user. Listings were carefully screened and cover only those areas which have been made public and which have reached an advanced stage of development.



The Mathematics of Selling. Compiled from various industry sources, this study shows why the cost of personal calls is rising so rapidly, and how business publication advertising can help the salesmen. Available as desk top presentation for use with your management, or in a printed folder.

Electrical Utility Construction Expenditures to be up by 5.1%. According to *Electrical World's* "57th Annual Statistical Report on Industry Budgets," the electric utility industry plans to spend a record \$4.93 billion in 1961. At this rate, 1961 will more than make up for the cutback in 1960 construction. *Reasons for upturn:* Transmission spending up 28%, distribution expenditures up 4.2%, hydro plant expansions up 0.8% and miscellaneous spending up 12%.



What Products Does the Textile Industry Buy?

With *Textile World's* recent market research report, "Annual Purchase and Percentage of Textile Mills Using Each of 87 Products," manufacturers of a variety of products can readily determine to what extent these items are used by the industry and what they represent in dollar volume. *Products selected* range from air compressors to data processing systems in scope, and from annual purchases of \$49,000 to \$32,000,000 in volume.

Copies of material described here are available on request to your nearest McGraw-Hill office.



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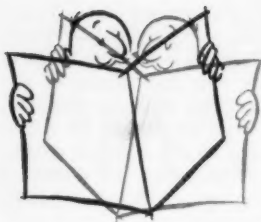
DOMESTIC

American Machinist/
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Aviation Week
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Business Week
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Chemical Week
Coal Age
Construction Methods
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Construction Daily
Control Engineering
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(London)



#4 of a 5-part series on:

How to DOUBLE Your Reading Speed

Are you buried under an avalanche of business reading? Don't stay among that vast majority of harassed executives who are content to read only half as fast—and as well—as they should. Here, in the fourth of five lessons, is what to do about it.

You've begun to make progress in reading quickly and with clarity—if you've been doing the homework outlined in our preceding articles.

You've learned how to pre-read an article, quickly, to determine if it warrants closer reading. You've learned how to use the cover and table of contents of a magazine. You've been exposed to those two valuable reading tools, skipping and skimming. Now you're ready for the next steps, all aimed at helping you to double your reading speed.

Columnar reading makes it possible to read a newspaper or magazine vertically rather than horizontally, strange as this idea may seem. Most readers can achieve an eye span wide enough to take in one line of a column with one fixation.

In the following excerpt, taken from *Sales Management*, a line is drawn through the center of the text. Fix your eyes on this line, just above the line of print, and try to read the words at the ends of the line.

It is not only the young whose taste levels are rising; all age groups share in the general trend. Says Sales Manager Ogden, "The marketing man who rejects new ideas or products because they're too 'sophisticated' or 'too high level' for the

general public, may be basing his decision on an outmoded theory of consumer taste. Good taste has nothing to do with class or stature, but with the amount of exposure to a variety of ideas and aesthetic standards. All this means that taste standards are on the upgrade throughout the nation."

Perhaps you will need to begin by making two fixations, one on either side of the line in order to read all the words, but continue practicing with one fixation per line. Practice first with narrow columns of print, then go on to broader columns. This technique obviously aids reading efficiency by increasing reading speed.

Self pacing and speed adjustment. It would be hard to imagine an automobile without gears; operation in only one gear would seem incredibly inefficient in power waste and strain on the motor.

Reading efficiency also is impaired by the habit of reading everything at one speed. If the material to be read is found, through pre-reading, to present little challenge, the speed of reading should be rapid. On the other hand, the same reading rate would be unrealistic if applied to more difficult material. The aim of efficient reading is to attain variability in

the speed of your reading.

But reading speed is one area in which the line of progress can be represented by an upward diagonal. Today you may read more difficult material at 200 words-per-minute; tomorrow you should strive to push that up to 250 words-per-minute, and to adjust reading speed on less difficult material accordingly. Time yourself as you read our article. Calculate the words-per-minute rate by determining the approximate number of words in the article, and dividing by the number of minutes spent in reading it. Keep in mind the need to push, and check your rate periodically.

One of the greatest obstacles to speedier reading is the **problem of concentration.**

The sales executive is liable to be interrupted at any moment by the telephone, intercom, or an important impromptu conference that can't be put off. Also, he's got a lot of irons in the fire, a lot on his mind. Nothing is ever really finished—and there are always decisions hanging in the balance.

These are two of the major obstacles to concentration—poor environment and a cluttered mind. But they can often be overcome by a realization of the necessity of personal involvement.

If you are not involved in the "must reading" you are doing, if you find it dull and have difficulty concentrating, you may even be looking for distractions. Of course we can't offer you a means of making a dull reading exciting, but we can offer four methods of sharpening your interest in—and consequently your concentration on—"must reading."

1. Have a good reading environment.

Obvious, but nonetheless important. Eye fatigue and visual strain account for a large part of distraction. Have two lights of equal intensity in the room to prevent glare. This may be something you've read a hundred times before, but do you actually have proper lighting? It's important. Don't be too comfortable. A little tenseness helps you to stay alert. As much as your schedule allows, try to make your reading time and place habitual. You will begin to associate this environment with concentrated reading efforts.

Eliminate distractions. If you didn't have a hundred things on your mind, you wouldn't hold a management position. But distractions can be controlled. Simple problems that can be handled by a phone call or a letter should be disposed of before you attempt to read. More complicated

"ON COURSE" SALES FORECASTING

In November, 1959, Beauman Boat and Motor charted its sales potential for 1960 and early in 1961. Salesmen's reports and district manager forecasts indicated a prosperous year, and the research department reported a favorable reaction to previews of design innovations in their various models. Sales Manager Jim Evers compiled a report indicating increased volume of the new models in all districts.

Evers' report led Top Management to a firm decision: the factory hired more men, the advertising department expanded plans, the treasurer borrowed more money, and the President started talking of a very big year.

What happened in 1960 and early 1961 to sink these high hopes could have been forecast, but wasn't. Inadequate research data and misleading comparisons made among the field's leading models failed to appraise correctly the trend in consumer taste. While some competitors sailed ahead to large profits, Beauman drifted in a backwash of surplus stocks and earnings declined.

There's a way to guide your next moves "on course": rely on our professional forecasting techniques. Plant expenditures, personnel, raw materials, sales territory analysis—all fit into our individualized analysis and estimate program. Case histories are available. Send for further details.

J. CARVEL LANGE, Inc.

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OXford 7-1262

122 E 42nd St., New York, N. Y.

MAKE A LASTING IMPRESSION



KUSTOM KING specialties carry your message—for good!

As door openers, convention souvenirs, premiums, good will builders, and simple "Thank you's", Kustom King good grooming accessories put your name in customers' and prospects' pockets. They get daily use, carry your die-stamped advertising message *permanently*. Handsome, custom-finished—and fully guaranteed!

For samples and prices, write

THE W. E. BASSETT CO.

Roosevelt Drive • Derby, Connecticut
Manufacturers of TRIM® Manicure Implements

problems that can't be solved immediately should be mentally shoved aside until action can be taken on them. This takes practice.

If you take this approach but still have trouble concentrating, you're probably allowing yourself to be a passive reader. Boredom, or passive reading, goes back to the lack of involvement we mentioned.

For instance: if you're at the track and have no interest in the race you're liable to be bored. On the other hand, if you've got \$20 on Jack's Boy in the first, the race is over before you know it. The same thing applies to reading. You must be interested in what the author is trying to say as well as in his method of saying it. This means reading with a purpose. If you don't know why you are reading, don't read. You may know why you are reading in general terms, but that's not enough. The answer is to think in terms of specifics.

2. Ask questions before you read.

No matter how fast you read, you won't always get enough from the printed page to occupy your mind fully. You must re-direct your left-over attention into the article by asking questions. After your pre-reading, ask yourself these questions: "What is the author's main thesis?" "Why is he writing the article?" (Does he have an ulterior motive? What conclusions does he want you to draw?) "Is his argument well developed?"

While you read the article, turn the topic sentence (usually the first) of each paragraph into a question. Look for the answer in the paragraph. For example:

"Most buying offices maintain non-merchandising departments such as advertising and sales promotion departments . . ."

What for?

" . . . They prepare Christmas catalogs, back-to-school catalogs and other store mailing pieces. They also prepare newspaper advertising mats, advertising copy and radio and television scripts for stores, and advice on window and interior displays."

By creating such questions in your mind you increase your interest and, consequently, your concentration.

3. Anticipate as you read.

As has been pointed out, your eyes may not be able to pick up ideas as fast as your mind can assimilate them. Your mind will race ahead, and if you're not careful, you'll find yourself thinking about other things.

Nip the situation in the bud by turning that leftover mind-power into

the reading. Anticipate what points the author is going to make. Weigh his effectiveness in leading up to them. Try to stay one step ahead of the writer. You must think as you read, cooperate with the author by thinking with him as if you were talking with him. Remember, the marks on the printed page are merely symbols for the author's thought. Don't read words—read thoughts.

4. Learn to make mental summaries. They help you to:

... Improve comprehension. When you summarize a letter or an article, you become more aware of its organization. You learn to recognize main ideas and their relation to one another.

... Absorb important points. Summarizing helps you recognize what you need to remember and what you may safely discard. You can retain the significant part of the selection and leave your mind uncluttered with unnecessary data.

... Remember more easily. Because you have absorbed only the important points and because you understand the organization of the selection, it will remain vivid in your mind.

... Save time. While the initial reading may take slightly longer, your gains in comprehension and retention eliminate any necessity to re-read the article. You have deepened your knowledge of the subject, so that the next selection you read will be easier for you.

The most efficient method of summarizing an article or book chapter is to work by paragraphs. State in your own words the main point of each paragraph. Then list any important connecting or supporting ideas. Omit anything not relevant to these main points. When you finish, you'll have a brief but complete summary of the main ideas. By summarizing whenever you read an article or letter which pre-reading tells you is important, you'll be able to retain important ideas naturally and habitually.

For help in checking the speed of your reading, the editors have made the following approximate word counts on articles in this issue:

"VW's Hahn Hitches U.S. to His Wagen"—1,700.

"Wanted for Deception: The 'Slack-Filled' Package"—1,250.

"7 Easy Ways to Sabotage Good Management"—1,000.

"The Case for a Marketing Voice on the Board"—1,750.

In the next issue, Sales Management will present the final lesson in "How to Double Your Reading Speed." ♦

Save Sales! Stop Sifting! with... Calk-Seal*



With many items — like cereals, dry, powdered or granulated foods, soap products — consumers rarely make formal complaints when packaging fails. They just turn to another product, and you never learn about it *until the sale is lost.*

Packaging Corporation designers have developed the exclusive Calk-Seal technique to prevent sifting and infestation — assuring a positive moisture-resistant seal, *completely* tight from the time it leaves the filling line. Elimination of inner bags or overwraps makes economical higher line speeds possible.

Calk-Seal is a simple, inexpensive means of sealing cartons with a permanently pliable, non-tainting material. Positive, damage-proof sealing is accomplished by the combination of VanBuren ears and the application of Calk-Seal. Regular adhesives are used to make flap and ear seals. Failure from imperfect carton formation is eliminated. Special moisture protective laminates are available. For a modest investment, Calk-Seal applicators can be attached to existing lines. Phone or write today for information.

*Machine and process patents applied for.

Planned Packaging moves merchandise

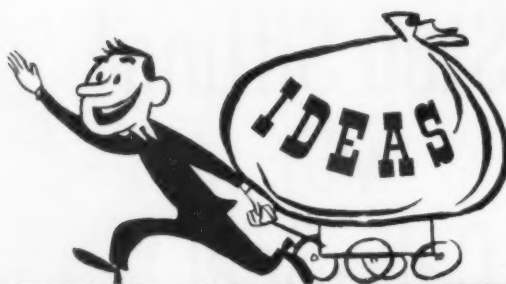
Packaging Corporation of America

1632 CHICAGO AVENUE • EVANSTON, ILLINOIS

Cartons • Containers • Displays • Egg Packaging Products • Molded Pulp Products • Paperboards • Plastics

Sales Management April 21, 1961 107

Recruiting:



Creative Ads Draw Creative Candidates

Why ignore the human appeal in manpower advertising, when you know enough to stress it in product ads?

By SY MARTIN*

Glancing through the classified section of The New York Sunday Times, the casual reader would be quickly convinced that a lucrative career in sales awaits the man who will just reach out for it. And yet these same columns examined by a more practiced eye would add up to very slim pickings. The reason for this dual interpretation is that the first man would be reading what he sees, and the second man would be reading between the lines.

The cliché formula for advertising sales jobs reached a saturation point a long time ago, but still it goes on unabated. Hackneyed phrases are easier to come by than imaginative ones, and a superlative is a fine-looking piece of bait even if it catches no fish. One might think that this approach to sales recruitment must be successful since it enjoys such widespread use, but this doesn't happen to be the case. The mere fact that the same ads appear week after week argues failure. But in spite of failure, the clichés become more and more dull, and the superlatives more and more glistening.

One of the unfortunate aspects of this situation is that many companies with genuinely excellent sales openings will make their offers in the classified columns and find that they

are lost among the general welter of verbiage. The ideal man for the job may have seen the ad, but he probably could find nothing there to distinguish it from the other so-called opportunities swarming about. No doubt the company stated its case in a straightforward, honest way, but unfortunately it doesn't take much training to learn how to simulate the accents of honesty. This is true whether the ad appears in the classified section, the business section, or businesspapers. More advertising money will obtain a better reading, but if the message excites no more than the usual apathy it will obtain no better results.

It is odd that the very same company which is capable of great ingenuity in advertising its product or organizing its production should neglect ingenuity when seeking top salesmen. This is often the result of attitude. A sales manager who knows how to value a sales opening in his organization will say, "Look, we know what we've got to offer. We're not going to ballyhoo this job. The right man is going to have to sell us." Fine—but would that sales manager take the same attitude toward a prospective customer?

The sales manager is basically right in his insistence that applicants sell themselves, but it would be on the side of efficiency to have one dozen of the right type men trying to sell themselves rather than one hundred

of the wrong type. To lure that dozen requires more than wishful thinking or warmed-over platitudes. It requires imagination and genuine advertising skill.

The need for intelligent, creative salesmen unquestionably exists, but commensurate efforts must be made to find them. It is not enough to say "Excellent Opportunity"—the opportunity must be spelled out in such a way that an intelligent and creative salesman will supply the adjective for himself.

► As an example, assume that a company in the packaging field is looking for an experienced salesman. A typical ad stating this need might read: **Excellent sales opportunity for man with thorough knowledge of the packaging field. Liberal draw against commission, etc. . . .** Now men with experience in the packaging field have seen countless such ads. If one of these men happens to be out of a job, he might follow this up simply as a matter of routine, but certainly there is nothing in the wording of the ad to entice a currently employed and successful salesman to an investigation of the opportunity.

Suppose, however, the wording were to read: **The best packaging ideas this company has had in the past ten years have come from our salesmen. Our volume has increased and so have their incomes. We are currently looking for a man experi-**

*Former placement manager with Salesmen Unlimited Agency



Why we're avoiding Chinese food

We love it. But there's a Chinese restaurant chef who doesn't love us.

Recently, we had to turn down his request for a Business Week subscription.

In our letter, we explained that Business Week subscriptions are solicited only from *management men*. We feel that people outside the management sphere (oriental or occidental) won't find much food for thought in its pages.

This policy has created one of the most unified

audiences a magazine ever had. The people who read Business Week are the decision-makers in business and industry. Our editors aim their stories at them. Our advertisers aim their sales messages at them. Both know they can't miss.

We're waiting to hear that we're forgiven. How we miss that Moo Goo Gai Pan!

You advertise in Business Week when you want to influence management men.



BUSINESS WEEK, A MCGRAW-HILL MAGAZINE 330 WEST 42ND STREET, NEW YORK 36, N. Y.

-SM- AT YOUR SERVICE

A classified list of professional firms
which serve sales and marketing executives

Sales Forecasting

DETERMINE YOUR SALES POTENTIALS

Scientifically proven forecasting methods will indicate your actual sales from 1 year to 18 months ahead by products and sales territories. Currently used by many of the country's leading corporations. Allow us to send you, without obligation, our brochure on Sales Forecasting.

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HOW TO MAKE YOUR SALESMEN & SUPERVISORS MORE EFFECTIVE

Top-level salesmen produce 3 times as much volume as low-level men, and two times middle-level men. You can put your salesmen into the top-level by training in the techniques of motivation.

Maintain sales at top-level by improving leadership skills of your sales supervisors.

THE EXECUTIVES INSTITUTE
148 East 48th St., New York 17, N. Y.

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EVER READY LABEL CORPORATION

357 Cortlandt St. - Belleville 9, N. J.

Ever Ready for EVERY type of Label — Red-E-Stik® pressure-sensitive, caution, shipping, spot carbon, pin-feed "Automatabels", foil, M tal-Cal, and hundreds of other kinds

Leaders in the Label Business
for almost 50 years.

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PROSPECT MAILING LISTS

Over 300 different lists in manuscript form. Buy complete national list or any particular states. Write, specify your needs, and ask for counts and costs. All lists are 100% accuracy guaranteed.

ALFRED G. LATCHA

22448 Barbara St., Detroit 23, Michigan

enced enough to take advantage of this arrangement. . . . The intent of this ad is just as exclusive as the former one, but the chilling, dead effect is gone. There seems to be a human voice speaking. (And, as it happens, the statement is perfectly true. A former client of the writer did admit that the best packaging ideas in the past ten years came from salesmen.) Most important, the company reveals something of itself without opening the door to every unqualified hopeful. It is saying that it is receptive to new ideas. It is also saying that it rewards new ideas. And it is saying these things in a way likely to elicit a response from intelligent, creative salesmen.

The above example is not necessarily the best, nor is it the only tack that can be taken. It is cited merely to illustrate the difference between a "dead" ad and one in which some infusion of company personality has been attempted. How strange it is that the first rule of selling should be abandoned when it is salesmen themselves who are being sold. Even the most perfunctory performer in sales tries, for whatever it's worth, to get some of his personality across. Yet when it comes to selling the company to top-drawer salesmen all that is sober-sided, unimaginative, or just repetitious comes to the surface.

► It is no secret that the modern salesman is, in increasing majority, a college graduate. Ideas, style, and even subtlety do not escape him; nor does dullness fail to have its effect. Recognition of the need for a new pitch in personnel procurement has been abundantly evidenced in other fields — engineering, for example, where advertising for trained men has almost reached the level of product advertising in its variety and color. Here necessity was the mother of invention, and while the chances are that the need for salesmen may never become as acute as the need for electronics engineers, there is no reason why a useful leaf should not be borrowed from somebody else's book.

In the last analysis, no salesman earns more than his production

warrants. Not for any length of time, at least. Responsible companies are loath to hold out the promise of fabulous earnings, because the odds are they will never materialize—and reasonable salesmen know it. To set up a "revolving door" operation through the lure of illusory incomes not only demoralizes the sales force but has an injurious effect on customer relations as well. A customer who witnesses the constant turnover of sales personnel begins to suspect that the fault can't lie entirely with the salesman. However much the product may be desired, an unconscious resistance to its purchase is created when the customer is greeted by a new face every few months.

► Money lure is not the answer to the search for good salesmen, just as undercut prices are not the answer to competitive merchandising. Naturally every man hopes to increase his earnings as much as possible, and it would be foolish for a company to throw cold water on that very human striving. But the money question in sales recruitment is relative not absolute. If the company picture is presented in such a way that a man wants to join the company, then he will find many reasons to believe that money can be made. And, of course, a salesman can make as much with one company as with another, providing he produces.

It is a time-worn bromide to say that salesmen are human, yet this fact often becomes obscured in the daily grind of figures and quotas. Once it is restored to mind, however, it would be well to remember that a human appeal is most effective when dealing with human beings. Every company has something personal, characteristic, and even unique about it. It is the job of the sales recruiter to discover this essence. Once he discovers it, he can project it. It may not attract all the salesmen in the world, but it will attract enough to make a satisfactory week's interviewing.

Creative salesmen are hard to find, yes, but it is wrong and profitless to say that they simply can't be found until creative means have been tried to find them. ♦

Regional Distribution Problem?

The complete range of regional market research problems can be tapped with the facilities of Market Statistics, Inc., research consultants to Sales Management. Write: Market Statistics, 630 Third Ave., New York 17, N.Y.



SOMETHING MISSING . . .

. . . (like California without the Billion-Dollar Valley of the Bees). You may be playing the right tune, but it's not getting across to California's huge *inland* market without the McClatchy Bees. They're the *only* papers effective in covering a 27-county market whose disposable income is \$3½ billion. Worth looking into. And so are McClatchy's 3 types of discounts.*

Data Source: Sales Management's 1960 Copyrighted Survey

McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE



*McClatchy gives national advertisers discounts on **bulk** . . . **frequency** . . . or combined **bulk-frequency**. Check O'Mara & Ormsbee for details.

7 Easy Ways to Sabotage Good Management

Even the seemingly well-organized operation can be blown up with no strain. All you have to do is let one of these insidious management fallibilities loose.

By FRANK NUNLIST
Vice President, Operations
Worthington Corp.



SOMETIMES the weaknesses of good men can turn into more destructive forces than the obvious management evils. Just try assuming that because you have the talent and the right setup you're going to get a smooth-running operation. Try overlooking the human element—the possibility of weaknesses in anyone—and watch your smooth-running operation break down.

Seven of these failings are, in fact, practically sure bets for havoc.

The first and most common is **Confusion**. It takes many forms: confusion as to what is desired by man-

agement; confusion as to who is responsible for what; confusion as to who has the authority for decision; confusion as to needs, desires, methods, rules, regulations, and the ultimate sense of purpose in any given enterprise. And out of confusion flow many lesser infirmities, to wit: buck-passing, time-killing committee studies, delay, mis-shipments, broken promises, and a general sense of irresponsibility.

The second destructive weakness is **Procrastination**. It shows up most frequently in the postponement of decisions. It results in the failure to

take considered risks; it delays the development of new products until the market has passed by; it puts off action in rewarding or disciplining people appropriately and fairly; it destroys timely communication where it is most needed. In severe cases, procrastination covers the need for corrective action until it is too late.

Abdication is the third failing. Sometimes this is colloquially known as "Let George do it." It is nothing more than a demonstration of complete irresponsibility and usually is characterized by such symptomatic remarks as: "It's up to Tom"; "I dele-



SALES DEVELOPMENT in the Manufacturing Industries...that's the title of a timely **FACTORY** booklet, mighty useful to any sales manager who is thinking of opening new sales areas as a way of boosting volume...or even of further developing existing areas.



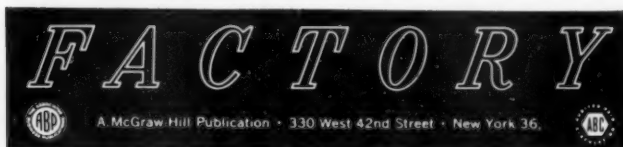
HOW TO CUT SALES COSTS?...That's what everybody's screaming. Is there a more reliable way to reach the men who manage operations in manufacturing plants? Can they be identified as major buying influences for your product? You'll be surprised how many of your questions this book answers.



YOU DON'T HAVE TO ADVERTISE IN FACTORY to get this useful booklet. Certainly not. But if the points it makes and the data it provides make sense to you, you'll certainly want to consider it.



HOW DO YOU GET IT? Just phone (LO 4-3000, x2569) or write me, Hank Mathias, Sales Manager, **FACTORY**, McGraw-Hill Publishing Company, 330 West 42nd Street, New York 36, N. Y.



... TO REACH MORE OF THE MEN WHO MANAGE PLANT OPERATIONS, AT LOWER COST, THAN ANY OTHER BUSINESSPAPER.

**YOU
DON'T
HAVE
TO BE
IN
WHO'S
WHO
TO
KNOW
WHAT'S
WHAT!**

The 1961 SURVEY OF BUYING POWER, the end result of a year's specialized preparation, over three decades of planning and modification, will be off the presses in less than a month... May 10th.

It contains the raw material from which sales-minded, marketing-minded executives like yourself will draw upon to confidently prepare sales potentials for the entire range of goods, products and services.

Whatever your line of commercial sales, you hold your personal key to essential marketing data, with the SURVEY OF BUYING POWER.

It undoubtedly will be the most important, most effective marketing data publication you will have at your disposal.

SALES MANAGEMENT'S
1961 Survey of Buying Power

gated it to Dick"; "Harry just didn't get it done"; "It wasn't our fault." In some forms, abdication shows itself in the assumption by a so-called manager that if he waits long enough, any problem will solve itself or will go away.

Fourth comes **Gluttony**. It can be a gluttony for people, for possessions, for products, for patents, for buildings, for factories, or for ownership. It is the basic concupiscence that is responsible for the development of Parkinson's Law. It is evident in a manager who continues to hire all available people just in order to acquire a larger domain. It is true of a business that engages in too many programs at any given time to be able to digest any one of them effectively. It is the infirmity of managers who endeavor to develop too many products and market too many things in too many places all at the same time.

► Then there's **Senility**, the fifth weakness that works against good management. As in human beings, senility manifests itself in a corporation when it begins to live in the past, thinking only of its childhood and remembering "the golden days that were." It encroaches on a business as it loses its health for lack of the vitality of new ideas, or the nourishment of new products, or mental exercise in developing new methods—or when a corporation lives on its history, and its managers remember their earlier achievements without recognizing the need for continuing change.

The sixth fallibility is that of **Complacency**, which results in a deterioration of high standards of performance. Managers characterized by this weakness are usually willing to "just get by." They develop products that are of the minimum quality that

they can get away with. They make no basic contributions to the welfare of the public. Their own standards of conduct, of dedication, of desire, respond to no challenge. They are willing to give up the quest for the best in favor of the least for the most. These are the men who copy others' products, fail to have or to accept originality in ideas, hesitate to contemplate new approaches because they are too troublesome. They may stifle imagination and initiative because it is too much trouble. They often employ people less capable than themselves to ensure their own safety and security.

The last debility is **Myopia**, or near-sightedness. This begins its undermining when the manager or management looks only for the short-term result, and fails to bother about the future implications and opportunities which exist. Under its influence, product development is put off to minimize the cost of engineering and research; inventory is built to absorb overhead even when future sales volume is not clearly in sight; customer service is allowed to deteriorate to minimize current expenses even though this may result in the total loss of a market. The manager with myopia fails to train people for greater responsibility for the future; he fails to appraise and to discipline an organization to force performance at a high level; he minimizes planning in every possible area since he is not concerned about the continuity of the enterprise.

Quite obviously, no organization can long survive with all of these subversive influences present—nor, in fact, with any one of them present to any significant degree. On the other hand, such weaknesses are latent in every organization, just waiting for the chance to take over. ♦



The Author . . .

Frank J. Nunlist is vice president—operations and a director of Worthington Corp. He's been an executive in the heating and air conditioning business for more than two decades. Nunlist attended Columbia University, where he studied chemical engineering. He's a leading exponent of sound sales management policies for the industry and he says he's a doubting-Thomas. He refuses to accept business gobbledygook as gospel.

Kodak premium camera helps smash 35-year sales record



Ohio Oil Company reports: Marathon gas sales reach highest level in history

The Ohio Oil Company and its many dealers agree their ¼-Million-Dollar Marathon SMILE-maker Sweepstakes was a big success . . . "with sales of Marathon gasolines reaching the highest level of any month in our 35 years of marketing."

Playing a good part in the success was the advertising department's choice of

the Brownie Starflex Deluxe Outfit as a key premium and sales-builder. The universal appeal of Kodak cameras makes them a first-choice sales incentive, employee award, or business gift. There is a Kodak product to fit every need and budget, with prices from \$4.25 to \$895.

Be sure to include Kodak cameras in your next promotion. Mail coupon today.

Prices shown are list, subject to change without notice, and are suggested prices only



Brownie cameras come in a variety of attractive outfits—one just right for you! Ask us.

EASTMAN KODAK COMPANY, Rochester 4, N.Y.

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums.

Name _____ Position _____
Company _____ Street _____
City _____ Zone _____ State _____

Kodak
TRADEMARK

222-4

GOOD HOUSEKEEPING Announces fifty-cent and reviews the and quality in

Effective with its October issue, Good Housekeeping will raise its cover price to fifty cents, the highest among all multi-million circulation magazines.

Here's why:

From its very first issue, Good Housekeeping has always considered that its first responsibility is to its readers. The development of the Institute, the Seal, the Consumers' Guaranty, and the Buyers Guide are all evidence of this philosophy. We honestly believe no other publication compares with Good Housekeeping in depth of service material, in breadth of coverage, in the important dimension of *concern* for its readers' welfare.

Good Housekeeping's kind of deeply conscientious editorial job requires an unusually large investment. Our Institute alone has on its staff well over a hundred highly trained technical

people. Their constructive vigilance helps produce a unique service magazine. And their investigation of advertising claims also requires that we regretfully decline hundreds of thousands of dollars in advertising revenue a year.

In recent months we have made further substantial investments in editorial strength. Among numerous additions to the staff are Helen Valentine, founding Editor of Seventeen Magazine, who will write on subjects of interest to young married people, and Arthur S. Fleming, former Secretary of Health, Education and Welfare, who will be our contributing editor of health and education.

The tendency of some magazines to pass on all such costs to the advertiser, with rates rising far out of proportion to circulation increases, must be deeply disturbing to advertising men who are also businessmen.

a new cover price question of cost magazine circulation

On the other hand, it is precisely because we have always given so much more to our readers, and are so certain that they find Good Housekeeping valuable beyond price, that we feel it is fair to ask them to share in today's increased costs. In fact, for most of the past seventy-five years Good Housekeeping readers *have* paid more for their favorite magazine.

In raising our cover price to fifty cents, we reaffirm our traditional policy of producing the most useful and most valuable women's service magazine. And in assigning a fair share of costs to the reader, we believe we demonstrate once again the great strength that is Good Housekeeping.

Market tests have already established that readers will pay the new fifty-cent cover price. Never has the warmth of reader loyalty been more apparent than in the newsstand sales figures during the test period. Through 1961 we will continue to deliver a worthwhile bonus over a rate base of 4,700,000. In fact, we expect Good Housekeeping to continue its steady, healthy growth of the last 20 years.

We believe that this philosophy of publishing the best possible magazine and of fairly allocating the costs of producing it as between reader and advertiser is one of the qualities that makes Good Housekeeping different...and makes it a great advertising medium.

Good Housekeeping

Magazine and Institute/A Hearst Magazine



Three Fifths of Chicago's Working Women are Absent..

Ask any seller of women's fashions or cosmetics. Chicago's working women are good spenders. They're good newspaper readers, too—more than 3 out of 4 read a newspaper yesterday. Yet your advertising *completely overlooks* from 60.9 to 78.9%*—over three fifths—of the working women when you use *just one* Chicago daily newspaper.

It's clearer now than ever before. It takes *two or more* newspapers to sell Chicago—and the top two for the money are the Sun-Times and Daily News.

The new Sun-Times and Daily News rate structure, with new combination discounts, gives you Chicago's most efficient advertising buy. From 48 to 241 more readers per dollar, from 23 to 53 more *working women* readers per dollar than any other 2-paper combination.



*"Chicago NOW," a report based on the first Chicago market study ever conducted in consultation with the Advertising Research Foundation, supplies some revealing figures—and important new ideas—about today's Chicago market. If you don't already have a copy, contact your Sun-Times or Daily News representative today. He'll also have *specific information* on how recent Chicago rate changes have affected the figures in "Chicago NOW."

*Based on 1000 line B/W ad

from your audience when you
use any single daily newspaper

TOP TWO FOR THE MONEY



CHICAGO SUN-TIMES CHICAGO DAILY NEWS

CHICAGO: 401 N. Wabash Avenue, Whitehall 3-3000
NEW YORK: Time and Life Bldg., Rm. 1708, Circle 6-1919
DETROIT: Buhl Bldg., Room 1026, Woodward 3-0930
MIAMI BEACH: Hal Winter Co.
ATLANTA }
LOS ANGELES } Sawyer-Ferguson-Walker Co.
SAN FRANCISCO }

Copyright 1961, Field Enterprises, Inc.

Industrial Sales Call—by Hi-Fi

The project: To get the trade talking about Micro-Chip (by Kaiser Aluminum), instead of 2011-T3 (by everyone).

The vehicle: A promotion scheme built around a Hi-Fi record, that gets prospects laughing—and listening.

Not, apparently, a company to let the nature of its products in any way dictate the nature of their promotion,* Kaiser Aluminum is off and running again—this time with a sales message blared out at industrial prospects from the amplifiers of their own Hi-Fi sets.

The stunt is part of a deadly serious plan to make the company's new Micro-Chip (screw machine stock used in the manufacture of industrial parts) a familiar word in the trade—more familiar, in fact, than the standard industry designation 2011-T3. Kaiser Aluminum wants Micro-Chip to be to 2011-T3 what Kleenex is to tissues.

To do this, Kaiser's counting on the offbeat approach, with a record called

"Micro-Chip in Hi-Fi," part comedy featuring television talent (in unlikely situations which play up the product's selling features), part popular songs played by the company's Screw Machine Pops Orchestra. While he's being entertained the prospect is also enlightened, by the message that "new Micro-Chip 2011-T3 by Kaiser Aluminum delivers high-speed machining—with consistency."

Micro-Chip is an improved version of a standard screw machine stock sold increasingly, in recent years, through distributors (75%-80% estimated sold through distributors in 1960). At the time of the product's introduction early in 1960, Kaiser Aluminum & Chemical Sales was faced with both a declining market and stepped-up competitive activity. The Hi-Fi approach, around which an entire campaign was based, was expected to provide a strong tool for distributors and their salesmen. Final

target, of course, was the machine shop owner and operator, or the purchasing agent.

The program was a 3-phase operation. Part I, begun in March, was calculated to introduce the name Micro-Chip and identify it as a Kaiser product. It broke with a major campaign that hit the industry hard with a series of space ads, direct mail pieces and personal calls, tied to a strict timetable. In a preliminary teaser campaign, Kaiser Aluminum made the first two mailings, to about 2,600 key screw machine operators; a third was mailed by distributors to their operator accounts.

A preview packet merchandised this phase to distributor salesmen, attempting to whet their interest, but keeping the product name a secret. Two weeks later the men were given a complete kit with the name and sales information. In the meantime, distributors, aided by Kaiser Aluminum

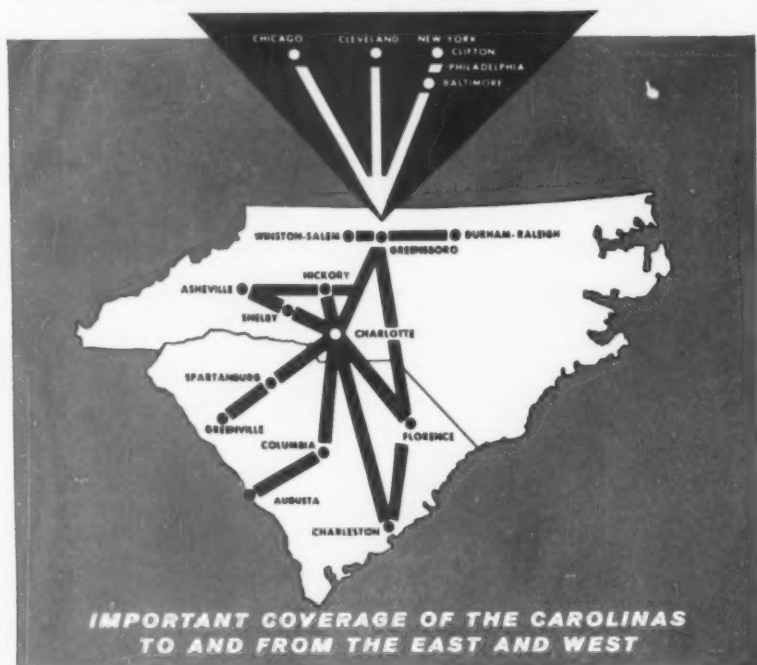
*Kaiser's successful promotion of Kaiser Aluminum Foil onto "filled up" grocer shelves was one of the offbeat advertising standouts of 1960. See "Kaiser's 'Battle of Shelf Space Hill,'" SM, 3/18/60.

IT'S A GASSER—Salesman for Chase Brass & Copper Co. (left), a distributor of Kaiser's Micro-Chip metal stock,

spins disc for Spencer and Albert Nahm, co-owners of machine firm. Record builds identity for a standard product.



No Matter What Common Carrier Transportation You Purchase, It Can Cost You Less To Distribute Your Shipments Via Central Motor Lines



Central's Affirmative Rate Policy is historic in the transportation industry. We have maintained (and fought for) a non-discriminatory policy of rate-making which distributes necessary and required increases in the cost of transportation fairly among *all* shippers.

CENTRAL MOTOR LINES, INC.

General Offices: Charlotte 1, N. C.

120 Sales Management April 21, 1961

representatives, held sales meetings, familiarized their men with all pertinent information, and merchandised the advertising (2-color spreads in American Metal Market, American Machinist and Automatic Machining).

A mid-summer sustaining program followed up with a supplemental series of space ads and distributor mailing pieces utilizing distributor and customer comments on actual machining results.

In the fall came the booster campaign, including more ads, direct mail pieces imprinted with distributors' names, and the big feature—the recording. This was a giveaway used as an opener for another strong sales presentation. Distributors were given a certain number of the records and asked to set aside October 10-14 as "Record Sales Week" and arrange, wherever possible, to have salesmen carry portable record players on their rod and bar calls so they could play the record for customers and prospects before presenting it as a gift.

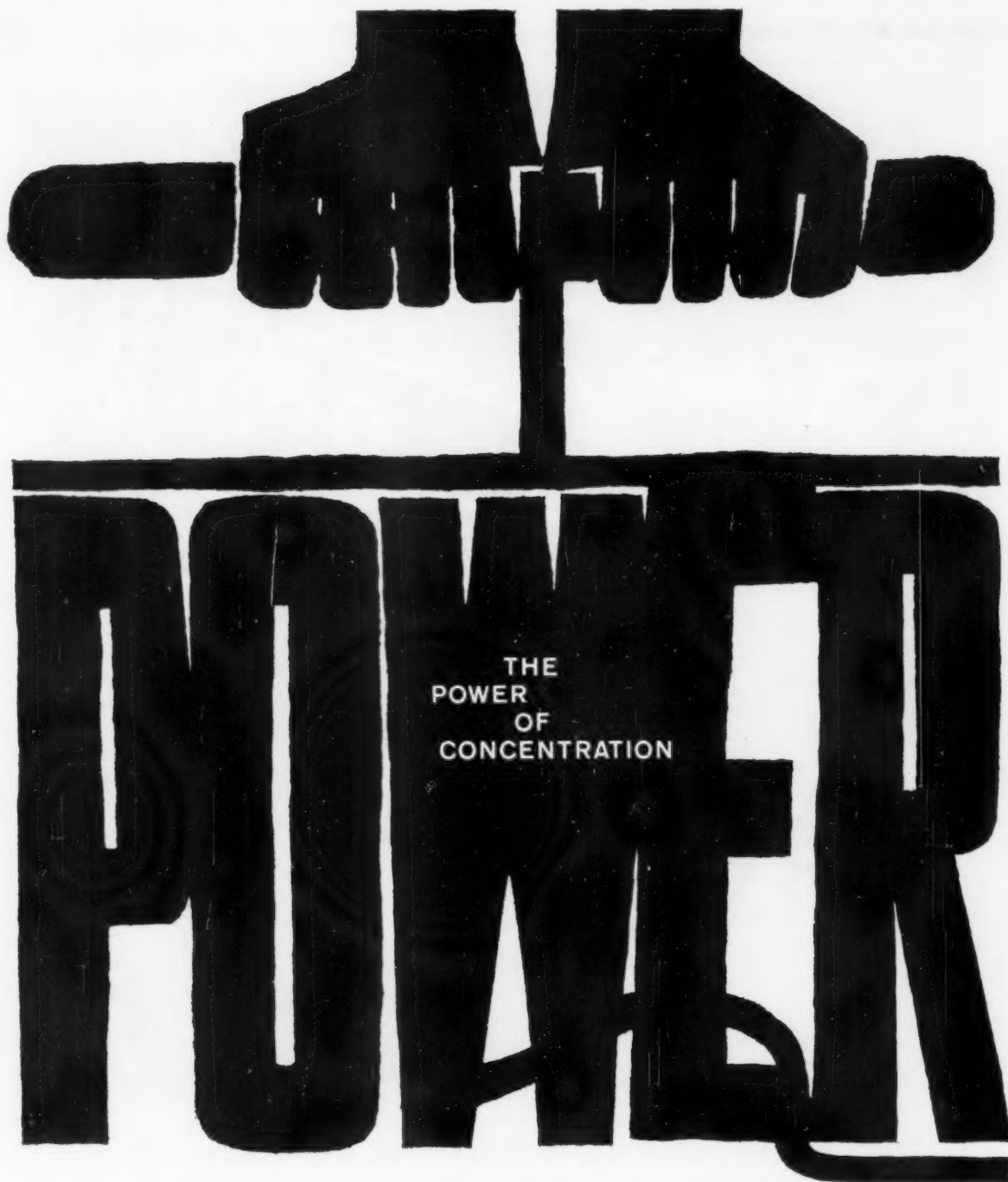
► Kaiser's advertising agency, Young & Rubicam, was responsible for rounding up the television stars used on the record—even coached them on the vernacular of the "nuts and bolts" men it was to reach.

How do the customers like it? The record has just begun to circulate, but as to the promotion as a whole, Kaiser Aluminum's manager of rod and bar sales, J. W. Purvis, Jr., reports: "We're gratified. Our own sales have resisted a declining market for 2011-T3 screw machine stock. In fact, after the campaign had been in effect for six months, our share of the market had increased by several percentage points."

There have been other gains as well. Four months after the start of the campaign, a survey revealed 42% recognition of the name Micro-Chip. "More and more of the trade are ordering our Micro-Chip by name," reports Purvis, "instead of ordering 2011-T3. And what's equally gratifying is that the promotion has been particularly effective in bringing in new customers. It has directed attention not only to the featured product, but to the entire Rod, Bar & Wire Department. In this department we are competing for the distributor salesman's time both with other aluminum products and with the metal items of other manufacturers."

Purvis says: "We expect cumulative benefits for months to come. Each time one of our distributors' customers or prospects pulls it out, whether to play the music side or our piece, it will be one more sales call for Micro-Chip."

—E. GIDLOW



The Detroit News now has a total paid circulation of **737,415** weekdays and **933,339** Sunday!* In the 6-county Retail Trading Area, where 98% of Detroit's retail business is done, The News reaches 4 of every 5 homes that get a Detroit newspaper!** Place your Detroit advertising in The News and get maximum market concentration at the lowest milline rate available in the nation's 5 largest cities—\$1.90 weekdays, \$1.66 Sunday.

* Average 11/7-12/31/60 in interim statement filed with ABC subject to audit 10/1-12/31/60 ** Audience Study, Detroit newspapers, 12/13-12/21/60, Carl J. Nelson Research, Inc.

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New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower • Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

Sales Management April 21, 1961 121

INSIDE SOLID CINCINNATI:



"Guess Fred was right about Cincinnati Enquirer families having \$600 more a year to spend than the average Cincinnati family."

.....SOLID CINCINNATI READS THE CINCINNATI ENQUIRER



Daily Enquirer families *make more, need more, spend more*. You're in solid with them when you advertise in their newspaper . . . the Cincinnati Daily Enquirer. For more facts on the market-that matters in Cincinnati, write the Cincinnati Enquirer's Research Department for the latest Top Ten Brands survey.

Represented by Moloney, Regan & Schmitt, Inc.

All long-range planning is, in the final analysis, planning for marketing. Yet, an SM survey of sales executives shows only 28% serving on their companies' boards of directors (see "Profile of the Typical Sales Executive," SM, Feb. 19, 1960). In a majority of companies, therefore, marketing is not represented directly at the top level of management — the board of directors.

THE CASE FOR A MARKETING VOICE ON THE BOARD

How do sales executives feel about their lack of say-so on those top-policy decisions that they will eventually have to execute? To find out, SM recently cornered a number of them and asked about their individual experiences in working without board representation. In general, their concern seemed to be less one of prestige missed than a strong feeling that the directors' viewpoint is somewhat limited, their own function handicapped, by the lack of a marketing voice where it really counts. The following is a reconstruction of some of the typical responses.

"I think our entire management is weakened to the degree to which it fails to have immediate access to sales and marketing experience and opinion," said a marketing VIP from a machinery manufacturer. "Finance is important, production is basic, engineering communications is important — and these department heads are on our board. Yet everything they do must hinge on sales, and they never hear me directly. I'd hate to think how much of our marketing activity is slowed down by having to adjust to unrealistic management decisions which could be prevented if there were direct instead of indirect, and often belated, communication about what is going on at distribution and consumer levels."

This marketing man will go along with the faith in surveys, as invaluable in "keeping your finger on the pulse." But, he adds, "It irks me when high-powered and complicated surveys are made and mountains of material bring forth a mouse we have already trapped. If we had the chance, we in sales could give them a lot of the answers right out of our day-to-day experience. We know it so well we sometimes forget how well we know it. But if we were sitting in on those meetings of directors who are not so close to marketing in action, and questions were raised that pertain to our responsibilities and activities, we'd be right there with the factual information. They'd get it in rich, full de-

tail. With this happening quarter after quarter, pretty soon they'd be educated to the facts of life at the grass roots level."

As an example of the damaging shortsightedness of planning without strong knowledge of the selling operation, a marketer of products for the building industry reports the following case of faulty budgeting: "I knew nothing until it was an accomplished fact last year when our directors decided to slash funds allocated to promotion. The argument had been that sales were down 10% so advertising should be cut a like amount.

► "Now if I'd been sitting in on that meeting I could have shown them why, in a rough competitive year, strategy in our field should have been to increase the budget by 10% instead of cutting it.

"When I found out about it, I hit the roof. I told my chief that this one policy decision was going to undermine all my efforts to keep the sales curve from heading down. I backed up my argument with the facts—from the field. He was almost convinced, but told me it was too late. So I told him exactly how our competition would cash in—and I was right.

"I'm getting the point across for this year's budget, but there's so much more they should know that they get only sketchily, secondhand. They're told, 'Sales thinks so and so,' or 'Sales doesn't feel that . . .' but they never

get all the fill-in reasoning needed for a sound decision.

"I think it's archaic to leave sales management out of top policy-making decisions. And this feeling has nothing to do with the status of sitting on the board. I just want to see my job done the way it should be done."

This manager's headaches in trying to work with an unrealistic budget are duplicated again and again. A sales manager in the consumer products field tells a similar story of suddenly discovering that his company's directors had decided to cut his sales force and pull him out of a territory that had just begun to open up.

"I was really burned up," he reports, "at the board's action. The change would leave me practically hamstrung. And I was facing a new competitive situation in our industry. I stormed in to see the executive v-p and told him that I might just as well quit because I certainly couldn't do what I was supposed to do in 1960 with the sales force cut and the territory we had been staking out suddenly yanked away."

"That operation hasn't shown a profit in two years," he told me. "We're in a downturn in our field. The board doesn't want to spend any more

money in unprofitable areas—not in times like these."

"If somebody had asked me before the meeting, or if I'd been there to give them the facts, I could have pointed out that this year our groundbreaking would show results. We've got distribution now, a fine set of dealers. We've got acceptance. What will happen now, I told him, is that our two competitors will benefit from all our hard work getting their kind of product started there."

"He saw my point and he promised to present the whole thing at the next quarterly meeting. When he did he got a reversal of the decision. But we still had to mark time for awhile, and it gave us a completely unnecessary setback from which we're just beginning to recover."

"Sometimes I can't help thinking the board doesn't even want the real facts. They just want to sit back and relax. Hell, you can't sit back and relax when you have to keep your products moving!"

► The one subject that inevitably comes up in the consideration of sales' representation on the board is communications. A former company president, whose firm was bought out

by a larger corporation which made him v-p in charge of the West Coast division, sees it this way:

"In my opinion you can't have a sound operation without direct communication with those in sales who are on the firing line. Since our outfit doesn't have a sales manager on the board, I do the next best thing: I personally keep in the closest possible touch with my sales manager. What's more, I get out with him into the field to see what's going on."

"It's a relatively simple matter to keep tabs on accounting, legal, production and engineering data. Much of this is in the realm of solid, factual stuff that doesn't change. In sales it's different. The consumer is the biggest consideration—and only sales gets to him. That's why I consider the viewpoint of our sales people generally, and sales management over-all, essential to any company policy-making body."

Taking a slightly different tack, a sales manager who does sit with his firm's board of directors reports that the more thorough insight into corporate activities has helped him in carrying out his own responsibilities.

"The members of the board get an education, but so does the sales man-

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*In the Top 20 in Total Retail Sales
General Merchandise Sales
Grow Faster in Greensboro*

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*There's something to think about when you choose your fleet cars: resale value at trade-in time—usually around 40,000 miles. Even after this period of time Plymouth will still have plenty of good mileage left. The big reason is Unibody—one-piece unit, welded for extra strength, extra life. Plymouth also has durable new interiors to stay new looking a long time. There's Torsion-Aire Ride at no extra cost. Plus a rugged V-8 engine that won the Mobilgas Economy Run in its class four years in a row. See your dealer soon for the fleet car that *really* pays off at resale!*

61 PLYMOUTH

PUT TOGETHER TO STAY TOGETHER



ager who sits with them. He learns firsthand why certain decisions are made. And he gets a far better perspective on sales as it relates to other department activities. He can't help getting a more realistic viewpoint, looking up, just as top management does when it has the opportunity to see all the way down."

On another advantage to a close sales-board relationship, he adds: "My company, like many others, has a number of non-company directors. These men know little about the day-to-day operations of our firm; yet their decisions affect my department. In

helping to influence decisions bearing on sales, I've found it very important to have the chance to speak with the non-company men directly. As the officer in charge of sales, I can enlighten them as to our long-range potentials, our chances for achieving them, and some of the action called for if we are to get and hold our share of the market. And since advertising reports to me I can keep them informed in this important area as well."

"The stepped-up pace of change in business today is one sound argument for putting sales managers or market-

ing heads on the directing board," states a company president in favor of marketing board members. "This is one reason why we have heads of engineering and production up there where we can listen to them directly."

"There is no longer time for second- or thirdhand transmission of market information at the point where decisions are made which affect marketing. What happened in a company in 1958 is often unrelated to 1960's considerations. In my company last year we had to reappraise everything we had thought of as established in the areas of policy and in the main lines of operation. Now it looks as if we're going to have to tackle '61 almost as if 1960 never happened."

"To do this accurately we need to get to the consumer pulse, the distribution pulse, the pulse of competition—and the last is mighty important. I feel that sales has day-to-day charts on these in a way none of the rest of us in management can possibly have. The time has passed when any important company can be administered from the top down. More and more, it's got to come from the ground up."

► In agreement with this need for fast action to keep up with the pace of modern-day business, another marketing man points out that "the changes are going to be still greater. But as long as profits look good, directors tend to feel complacent. In times like these they'd rather sit tight and not make any sweeping changes. Yet what we in sales know—what our knowledge and experience help us to foresee—might very well indicate some bold action that the board members would veto if it were proposed to them without the background that makes it seem desirable and even essential to us."

"I personally feel that not only top-level sales people but promotion and advertising people as well should have something to do with the final say," reports a sales exec in the food industry. "We need much better communication between the policy-making levels and the heads of departments responsible for implementing top-management decisions and carrying them through to the objective—sales and profits." Although this speaker disclosed that his company does not formally seat a marketing man on the board, he believes it has done the next best thing in making a top marketing man available to the directors and called into meetings whenever a sales viewpoint seems to be called for. This is, admittedly, only a first step, but according to this informant, "It's a tremendous improvement." ♦

—E. GIDLOW

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No matter what market your advertising is designed to cover, the Yellow Pages completes your *advertising-selling* job. Your *selling* message in the Yellow Pages will reach your "ready-to-buy" prospects . . . and will help them decide *what* and *where* to buy.

With National Yellow Pages Service, you can cover your precise markets by choosing any combination of 4,000 directories across the country. And one contact,

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New Books for Marketing Men

Top Management Handbook. H. B. Maynard, editor-in-chief. Published by McGraw-Hill Book Co., 330 W. 42nd St., New York 36, N. Y. Price, \$17.50.

Sixty business leaders, from companies of all sizes, have contributed to this handbook. The book deals with management in all its phases and how the management function, from the executive's point of view, fits into the business picture. Such topics as these are covered: gathering information, directing, guiding and leading; evaluating and measuring results, promoting innovation; managing the marketing activity, building and retaining top management.

Opportunities in Selling. By Kenneth B. Haas. Published by Vocational Guidance Manuals, Inc., 212-22 48th Ave., Bayside 64, N.Y. Price, \$1.65.

Dr. Haas has been a sales trainer and sales manager. His book is frankly a primer on sales as a career. It would be interesting to a college student thinking of finding his life's work in the field of sales.

Management's Talent Search. By P. W. Maloney. Published by American Management Assn., 1515 Broadway, New York 36, N.Y. Price, \$4.50.

This will be a useful book to a manager responsible for recruiting competent personnel. Mr. Maloney is assistant manager, employee relations, Esso Research and Engineering Co. He devotes a special section to non-campus operations and five chapters are given over to the area of campus recruitment.

The Measure of Management. By Eliot D. Chapple and Leonard R. Sayles. Published by The Macmillan Co., 60 Fifth Ave., New York 11, N.Y. Price, \$6.50.

This book takes an interesting and controversial turn from the current trend to consider human beings and their satisfactions as the most important goals of business organization. It shows how to interrelate production and organizational structure with the decision-making process affecting the individual.

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What Value Analysis Means to You

(continued from page 37)

"Last year, we established within our material [procurement] division a value analysis group which recommends to engineering reconsideration of a pre-designed part as, for example, weld assemblies that can be produced from forgings, machine parts that can be cast, and other items where quantities are sufficient to offset tooling."

In the case of each of the above recommendations, continual analysis by the salesman would at least make him aware that a possible change in product or source was in the offing.

The salesman anticipating possible changes can prepare himself for the moment of truth. If his product can possibly be replaced, altered or redesigned to maintain the same or better function at the same or even an increased cost, he can be sure it will be done. In recent years, he might have been saved by the inability of a purchasing agent to stay abreast of every engineering innovation, redesign possibility. Today, the salesman faces the combined talents of many company experts when he calls on a VA-minded company.

What do value analysts ask themselves?

Chicago Purchasor, in a recent article by R. L. Kaiser, purchasing agent and value analyst for The Chain Belt Co., mentions a few of these questions: "Necessity—do we need this part or can we combine it with other materials? Size—can we reduce the size? Substitutions—can other raw materials be used? Operation—can we improve, combine, or eliminate operations? Purchasing—are we purchasing economically? Standardization—can we use standard parts? Equipment—can better equipment be used? Outside sources—can specialty manufacturers make this more cheaply?"

A company with many such questions to ask is the A. O. Smith Corp. "Our savings goal in procurement," says Fred L. Brewer, general purchasing agent, "is \$1 million for 1961. That is how important we feel value analysis is to our company. Each plant purchasing agent submits a savings target he feels he can hit this year. Throughout the company, each buyer is regularly trained to make VA a routine and daily part of his buying function. Vendor salesmen calling on us are aware of the emphasis we place

on VA and make a point of selling accordingly.

"As an example," Brewer continues, "a certain gauge metal was being used at our water heating plant and apparently was doing the job quite satisfactorily. Before we got around to evaluating the function of this metal, the vice president of sales for a particular vendor suggested that we might be using a heavier gauge metal than we needed. Note that this man's company was (and still is, I might add) supplying us with the metal in question.

"We investigated, and found that we could indeed get along with a lighter gauge metal and re-ordered accordingly. Of course, his company lost a certain amount of dollar volume on that transaction, but his position as a reliable, interested supplier was greatly strengthened. This is the kind of supplier cooperation we want and are receiving under our value analysis program.

"Another example of the continuous savings that are effected here," he states, "is our use of asbestos paper in one of our plants. This paper was used to absorb hot paint drippings. It was required to do so without igniting or allowing the paint to soak through the other side. It was 1/16 of an inch thick. Our local buyer, applying our VA techniques, suggested that that department might use a 1/36 inch thickness instead. It was tried, worked well, and the company saved \$1,597 a year on this one item alone."


► How important is value analysis to A. O. Smith corp. (and thus to its suppliers)? According to Brewer, "We can get out a quarterly paper that goes to all buyers and purchasing agents and others in the company. It outlines the dollar savings we have produced through VA. It describes the techniques used to make these savings in the hope that others will benefit from the thinking that led to these results.

"We report to all company officers and plant managers on our progress. This is why there is such complete management cooperation and assistance with the program. We move ahead by taking one project at a time, exploring all functions, and then run down every alternate we can think of and its cost relation.

"Recently," he concludes, "our sales department asked our director of procurement to work with A. O. Smith salesmen with the aim of giving them a sound value analysis background for selling our customers."

And so the VA concept permeates this company from top to bottom, in-

**... nowhere in the
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REPORT 1960

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- 2. Rochester Times-Union 852,454
- 3. Buffalo Evening News 826,159
(Excluding "This Week" Supplement)
- ✓ 4. Syracuse Post-Standard 767,589

No other New York State Newspaper (in-
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LINAGE

- 1. Chicago Tribune 1,099,293
- 2. Philadelphia Bulletin 1,071,786
- 3. Chicago Daily News 1,054,685
- 4. Milwaukee Journal 969,307
- 5. Los Angeles Times 957,533
- 6. Cleveland Press & News 891,007
- 7. Pittsburgh Press 870,946
- ✓ 8. Syracuse Herald-Journal 857,916

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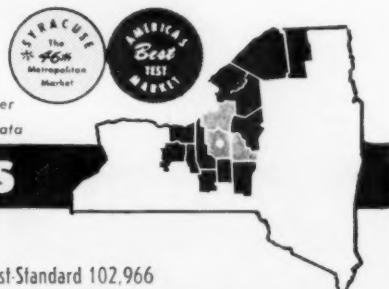
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Evening Sunday Morning & Sunday

CIRCULATION: Combined Daily 230,814 • Sunday Herald-American 202,467 • Sunday Post-Standard 102,966



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What Value Analysis Means to You

(continued)

ternally and externally. Obviously, the salesman thoroughly grounded in good VA theory is well equipped to meet the VA challenge, regardless of where he finds it.

At General Electric, where the value analysis concept has gained probably the highest degree of sophistication in the country today, a value specialist handles VA chores. Under the direction of L. D. Miles, manager-value service, a man often referred to as the "father of value analysis," the value specialist brings to a project new information on materials, processes and functions, new possibilities and improvement opportunities with cost advantages for the designer, the production engineer and the buyer.

He shows where value is not being received for money spent. And he is concerned with putting vendor salesmen to work as specialists on their products as they apply to GE use.

To do this at General Electric the

value specialist operates with a team of associates all specializing in certain aspects of the operation. Here are several of the tests your products might be subjected to at GE. The value specialist applies these criteria, testing for value on each function requirement and part of the product's design before purchase:

1. Can we do without it?
2. Does it do **more** than required?
3. Does it cost more than it is worth to us?
4. Is there something better to do the job?
5. Can it be made by a less costly method?
6. Can a standard item be used?
7. Considering the quantities, could a less costly tooling method be used?
8. Does it cost more than the total of reasonable labor, overhead, material profit?
9. Can someone else provide it at less cost without affecting dependability?

How much real difference is there between value analysis and such regu-

lar jobs as industrial engineering, cost design, or cost reduction? Says Miles, "Value analysis techniques are drawn from divergent sources into a special system that is designed to efficiently identify unnecessary costs on a continuing professional basis, while maintaining quality and reliability. The other jobs are well defined and familiar. They will continue, each making its contribution to product value.

"Commercially," concludes Miles, "value is what the customer buys. In a highly competitive cost-price squeeze, materials management must get better value in purchased parts and, further, see that value is introduced all along the manufacturing process to insure best value in the finished product. Innovation, the highly creative function of value analysis, will take place at all phases of professional value work and add to the product those little extras that attract customers and influence their decision to buy. In achieving these better end-products, value cannot be a part-time consideration or be haphazardly applied. It has to be thoroughly integrated into the product flow system and all areas of the enterprise." ♦

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Perfect as a gift to your customers and good prospects . . . *because* every man — and woman — can and will use it for credit cards, driver's license, other identification cards and photos . . . *because* the eight clear plastic wings will hold sixteen cards . . . *because* the pocket holds cards and booklets . . . *because* the price is so low for so fine an article.

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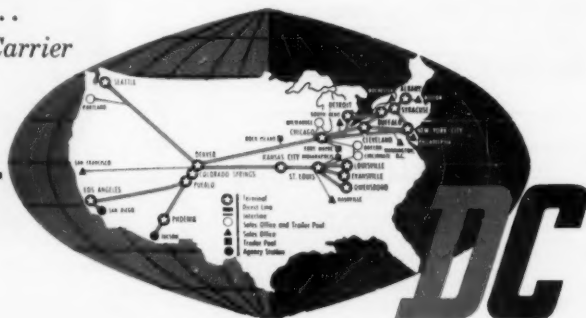
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Personnel Search Division
The Personnel Laboratory Inc.
500 Summer Street, Stamford, Connecticut

**EXECUTIVE SHIFTS
IN THE SALES WORLD**

American Airlines, New York—Charles R. Speers elevated to post of vice president in charge of the newly created traffic administration and development department. He will be concerned with the sales area of long-range traffic development.

Anaconda Wire and Cable Co., Sequoia Wire & Cable Co. subsidiary, Hastings-on-Hudson, N. Y.—Albert H. Leader named vice president—sales.

E. J. Brach & Sons, Chicago—Burton N. Lowe appointed director of marketing.

Corn Products Co., Best Foods Div., New York — Marc C. Ivey joins the company as vice president and manager of Kasco dog foods sales.

Federal Pacific Electric Co., New York—Bradford J. Stimpson promoted to marketing manager—power circuit breakers and power switching equipment.

P. H. Hanes Knitting Co., Winston-Salem, N. C.—R. B. Port named sales manager of men's and boys' division.

National Distillers Products Co., New York — Harold M. Kinder appointed vice president and manager of control state sales.

Olin Mathieson Chemical Corp., Winchester-Western Div., New Haven, Conn.—F. Morgan Taylor, Jr., named marketing manager of Ramset fastening system.

Schenley Industries, Inc., Brandy Distillers Co. Sales Div., N. Y. — Ebb Cooper appointed vice president in charge of sales.

Simoniz Co., Inc., Chicago, Ill.—Edward J. Fredericks assumes the new position of director of marketing.

U. S. Rubber Co., N. Y.—Douglas M. Smith named marketing manager of the mechanical goods division.

Worthington Corp., Harrison, N. J.—Joseph E. Seibold named manager, administration, resale sales department marketing division.



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Randy Brown

PROMOTION MANAGER

Richard Ehrlich

ADMINISTRATIVE ASSISTANT

Edward S. Hoffman

Asst. to Executive Vice-Pres.

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Virginia New

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Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; Thomas S. Turner, Western Sales Manager; Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Margaret Schulte.

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Washington, D. C.—Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., DIstrict 7-6010.

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THE SCRATCH PAD



BY T. HARRY THOMPSON

Only now, in mid-April, do I feel safe in mentioning spring. Can't remember a worse winter since I bivouacked with Washington's ragged colonials at Valley Forge.

April 15, income tax day, reminded me that Lucullus was compensating when he rationalized: "The greatest wealth is to live content with little."

Cotton gin: The driest you can get.

Knighted surgeon: Sir Lance-a-lot.

On the assembly line, but not quite ready to print, I had a definition of an overweight snowman: "The Abdominal Snowman," only to find it in Fooley, a new magazine. Fooley further defines "igloo" as a mucilage used by Eskimos.

Old-timer: One who can remember when the popular spelling was "Esquimaux."

Remind me to try a dab of Brylcreem, to see if "The gals'll all pursue ya . . ." which would be a first for me.

Dry dock: Abstaining physician.

In Wyncote, Pa., Ham Berger sells electronic equipment. (And not chopped sirloin.)

A manicurist married a pedicurist, and they waited on each other hand and foot.

A cryptogram cites a sign in an antique shop: "There's No Present Like the Past."

For genial Lee Goodman, Ralston announcer, it's Wheat Chex, Rice Chex, Corn Chex, and pay-checks.

A quip here reminded Bill Wallace, director of sales training at Allied Mills, of the one where a coal salesman says: "You can't fuel oil the people all the time." To give still another fuel equal time, that's a gasser!

A bizarre greeting card caught my

fancy. It read: "This world is no damn good. Let's cut out while there's still time."

Fooley magazine might like a screwy definition—Romance: Italian insects.

At 49, Art Linkletter pops on stage like a golf ball landing on a green . . . muscles quivering with vitality . . . eyes wide with expectancy. The secret? He gets nine to ten hours' sleep every night, which is more science than Art. Let's remember that on those mornings when we are so

beat we need a logger's peavey, or cant hook, to help us roll over.

Hurray for Something Dept.: The cost of electricity has gone up only 2% since 1939, it says here, while the general consumer price-index has risen 112%!

After all the damning things that have been written about cholesterol, wonder why a hair-and-scalp treatment chose to call itself "Kolestral"?

What's in a name? There's quite a lot, it seems to me, in "RCA Whirlpool Imperial Mark 12 washer." Sounds like a memory test.

Wish magazines would find a way to number every page, without skipping. As a matter of convenience to readers.

And, it just occurs, I get tired of postcards stapled so tight I ruin the book by trying to rip them out.

A Copywriter Looks Back

They say a person is getting old when he or she begins to reminisce, but don't make book on it. The reminiscer may merely be trying to show improvement in today's way of doing things.

There were few page advertisements away back there that didn't contain a triangular coupon with a bold, black arrow calling attention to it.

Writers for the trade press used to comment even in those benighted days that the advertiser never allowed enough room in the coupon to write anything.

In those same advertising journals, it was common to hold forth on whether it was beneficent or its opposite, maleficent, to buy left- or right-hand pages. We never found out!

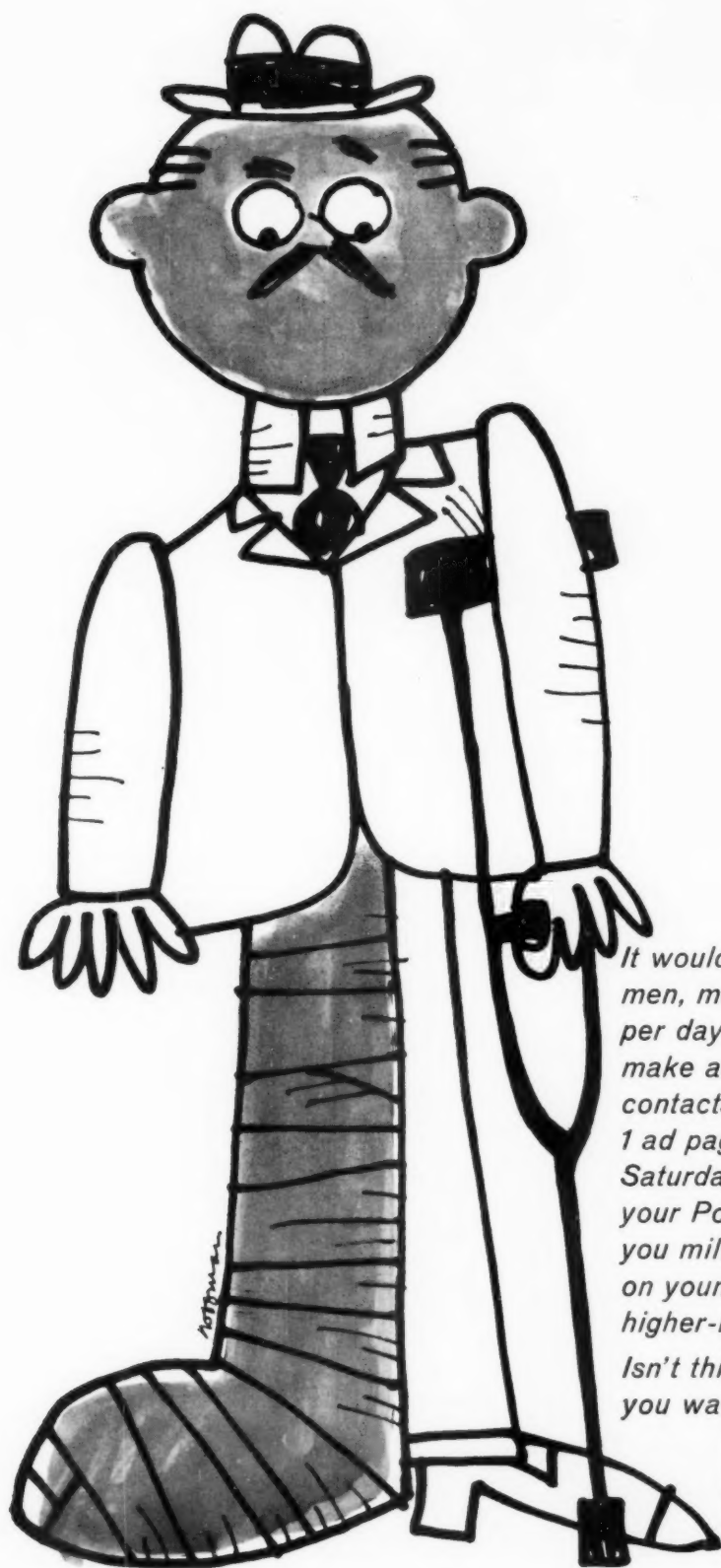
A great deal of the discussion in advertising journals in those days was Much Ado About Nothing. The self-styled experts told us how to do advertising and were quite definitive about it.

The copywriter of 1961 does not take himself so seriously as the older generation did. This is not to say that he is not serious in his approach to spending the advertiser's shrunken dollars, but that he does not pose as a pantologist.

Advertising and selling grew up when we learned to concede opposing points-of-view—when we stopped being stuffy about our personal contributions to world progress.

So mote it be!

T.H.T.



It would take 1,000 salesmen, making 10 calls each per day, almost 12 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of The Saturday Evening Post. And your Post ad page gives you millions of repeat calls on younger, larger, higher-income families.

Isn't this the kind of selling you want your advertising to do?

A CURTIS MAGAZINE

THE SATURDAY EVENING
POST
THE INFLUENTIALS' MAGAZINE

MARKET POWER: CHICAGO

will help your
advertising WORK
—more efficiently,
more productively,
more economically



In today's costly and competitive marketing, how do you deal with the Gordian knot of media evaluation?

Do you try to unsnarl it by comparing circulations (or ratings)? Or do you slash away at the tangle with a sharp-penciled cost-per-thousand approach?

Sound media judgments require something more—some insight into the qualitative factors which make one medium a better buy than another. This is especially true in a market like Chicago where extra advertising effort is required to develop its greater sales potential.

The Chicago Tribune delivers the largest circulation of any Chicago newspaper at milline rates which are among the lowest in the nation. Still it recognizes the need for precision tools to measure advertising efficiency. It is to supply these tools that the Tribune has conducted and published a new research study entitled, **MARKET POWER: CHICAGO**.

Based on 5,666 interviews in 2,956 city and suburban households, **MARKET POWER** is probably the most complete

study of its kind ever made in the Chicago market. It is an objective appraisal of all Chicago newspapers, three Sunday and four daily, in terms of:

PEOPLE, the audience composition of each paper.

PURCHASERS, the buyer coverage of each paper.

CHOICE, the consumer's stated preference for a particular newspaper when seeking buying information.

COST, a detailed examination of rates and milline rates as applied to circulation and coverage of households, housewives, men, women and adults.

Though **MARKET POWER** sheds new light on the Tribune's stature in Chicago, there's much more to it than a leadership story for the Tribune. Its 70 pages are packed with facts about the Chicago market and its newspapers; about Chicago families and their buying behavior. For whatever product or service you sell, **MARKET POWER** can help you increase the efficiency of your advertising dollars in the Chicago market.

This research study will not be mailed, but copies are available to advertisers and their agencies from Chicago Tribune representatives. Why not call yours today?

CHICAGO

Chicago Tribune
435 N. Michigan Ave.
Superior 7-0100

NEW YORK CITY

Chicago Tribune
220 E. 42nd St.
Murray Hill 2-3033

DETROIT

Chicago Tribune
1916 Penobscot Bldg.
Woodward 2-8422

SAN FRANCISCO

Fitzpatrick Associates
155 Montgomery St.
Garfield 1-7946

LOS ANGELES

Fitzpatrick Associates
3460 Wilshire Blvd.
DUnkirk 5-3557

EUROPE

Mortimer Bryans
3 & 5 Warwick House Street,
London, S.W. 1,
Trafalgar 2482-3

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

